

# **Chapter IV:**

## **Rural Tourism Development**

## **Chapter IV: Rural Tourism Development**

Note: It is important to review the resource material in Chapter V: Agritourism; Chapter VI: Nature Tourism and Chapter VII: Heritage and Cultural Tourism because some of the material is not repeated in every chapter. Also, contact the local Extension Office and Visitor's Bureau to locate contacts at the local and state level.

### *Tourism: Putting the Pieces Together*

Tourism Policy Council in conjunction with the National Performance Review.

This publication provides background to the White House Conference on Travel and Tourism. It presents information on the tourism industry, promotion, barriers, environment, safety and the future development strategy.

Available from James A. Maetzold at (202) 720-2307 or [jim.maetzold@usda.gov](mailto:jim.maetzold@usda.gov)

### *Stories Across America: Opportunities for Rural Tourism*

National Trust for Historic Preservation and the American Express Company

This publication includes the stories of rural regions and small communities that have developed successful tourism programs. It is designed like a guide book listing the names and phone numbers of the people that were involved in developing these success stories.

Available at [www.nal.usda.gov/ric/ricpubs/stories.htm](http://www.nal.usda.gov/ric/ricpubs/stories.htm) or contacting Jim Maetzold at 202-720-2307 or [jim.maetzold@usda.gov](mailto:jim.maetzold@usda.gov) for a 4-color copy.

### *The Craft Heritage Trails of Western North Carolina: Back roads and scenic byways to some of the most beautiful handmade objects in the world.*

Published by HandMade in America

This is a 120- page guidebook to studios, galleries, restaurants and historic inns in western NC. More information and copies of the publication area available from HandMade in America

Website: [www.wnccrafts.org](http://www.wnccrafts.org)

Becky Anderson

P.O. Box 2089

Asheville, NC, 28802

Ph: (828) 252-0121

### *Forming a Recreation or Tourism Association in New York State*

Sea Grant Tourism February 1991

Cornell University and State University of New York

By Diane M. Kuehn

This report offers advice to interested parties about the process of becoming a not for profit or incorporated tourism association in New York State.

Available from: New York Sea Grant, Swetman Hall, SUNY College of Oswego, Oswego, NY 13126 or calling Diane Kuehn 315-470-6561 or email [dmkuehn@esf.edu](mailto:dmkuehn@esf.edu)

*Tourism Futures: Looking Out to 2020*

Presented by Dr. Suzanne Cook, TIA

Dr. Cook discusses the changing trends and views of tourists in the U.S.

Available by calling (202) 408-8422 or email [scook@tia.org](mailto:scook@tia.org)

*Trends 2000: 5<sup>th</sup> Outdoor Recreation and Tourism Trends Symposium, Shaping the Future*

The 350 participants' names, telephone numbers, emails, and web sites of the various universities and research units are posted on the symposium's website. The website also provides the symposium proceedings. Available online at: For a list of speakers, abstracts, and participants attending, go to: [www.prr.msu.edu/trends2000](http://www.prr.msu.edu/trends2000)

*Tourism Development*

Rural Information Center (Publication Series-OB 95-19)

NAL, USDA

This publication is a 45-page list of publications, books, and articles on tourism development. It is available from the National Agriculture Library, or by calling 1-800-633-7701 or email [ric@nal.usda.gov](mailto:ric@nal.usda.gov)

*Opening the Door to Tourism*

Video, Minnesota Extension Service

In this video rural city mayor and business operators discuss various aspects of tourism.

Available from Tourism Center at [www.extwnsion.umn.edu](http://www.extwnsion.umn.edu) or loan from James A.

Maetzold at (202) 720-2307 or email [jim.maetzold@usda.gov](mailto:jim.maetzold@usda.gov)

*Tourism and Retail Development: Attracting Tourists to Local Businesses*

University of Wisconsin Extension

Center for Community Economic Development

By Bill Ryan, Jim Bloms, Jim Hovland, and David Scheler

Available online at:

<http://cf.uwex.edu/ces/pubs/pdf/G3713.PDF>

*Tourism Development: Your Place in Serving the Visitor*

By John S. Baxter

University of Kentucky Cooperative Extension Service (1985)

This publication offers advice on how to make the visitor of your tourism facility feel welcome.

Available online at: [www.msue.msu.edu/imp/modtd/33000130.html](http://www.msue.msu.edu/imp/modtd/33000130.html)

*Tourism USA: Guidelines for Tourism Development*

University of Missouri, Department of Parks, Recreation and Tourism, University Extension

This 214-page publication addresses appraising tourism potential, planning for tourism, assessing products and markets, and marketing tourism. Worksheets are included to facilitate development of a plan. (out of print)

Available by calling James A. Maetzold at (202) 720-2307 or email at [jim.maetzold@usda.gov](mailto:jim.maetzold@usda.gov)

*Turn It Around with Tourism*

Video, Minnesota Extension Service

In this video, experts discuss various aspects of tourism development. Some of the points covered include—quality of the experience, benefits to the community, management of the resource, and care values of people in the community.

Available from Tourism Center at [www.tourism.umn.edu](http://www.tourism.umn.edu)

*Q&A About Rural Tourism Development*

This book is a compilation of questions generated by a national teleconference on rural tourism development. Over 100 questions were raised and 60 experts assisted in preparing answers to these questions which are presented in this book.

Available using the included order form or online at:

[www.extension.umn.edu/distribution/resourcesandtourism/DB6184.html](http://www.extension.umn.edu/distribution/resourcesandtourism/DB6184.html)

*Promoting Tourism in Rural Areas*

Rural Information Center (Publication Series No. 60)

April 1998

National Agricultural Library

Beltsville, MD 20705

Promoting Tourism is composed of bibliographic citations with annotations, contact lists of individuals, organizations, and agencies that focus their efforts on tourism and rural development. A list of selected journals pertinent to the topic is included.

Available electronically at [www.nal.usda.gov/ric/ricpubs/ricpubs.htm](http://www.nal.usda.gov/ric/ricpubs/ricpubs.htm)

Hardcopies available from: 800-633-7701 or (301) 504-5372

*National Online Resources for Rural Tourism*

This list of online resources of rural tourism is included in the toolkit.

*Organizing Resources for Rural Tourism Development: The Importance of Leadership, Planning, and Technical Assistance*

Patrick T. Long and Jonelle S. Nuckolls

Journal of Tourism Recreation Research 19, no. 2 (1994) pp 19-34

*Discover America: Tourism and the Environment: A Guide to Challenges and Opportunities for Travel Industry Businesses*

Commissioned by Discover America Implementation Task Force.

Published by Travel Industry Association of America

Available by contacting [www.tia.org](http://www.tia.org)

*Rural Tourism Handbook: Selected Case studies and Development Guide*

U.S. Department of Commerce, USTTA

Out of print but copies are available from James A. Maetzold at (202) 720-2307 or email [jim.maetzold@usda.gov](mailto:jim.maetzold@usda.gov)



*Rural Tourism Development Case Studies*

Videocassette

Item#: VH-05667

University of Minnesota Extension Service

Available by calling 612-625-8173

*Tourism and Its Significance in Local Development*

By Phil Alexander

Michigan State University (1986)

ID: E1937

This paper discusses points about benefits and effects of tourism on a community. It contains a list of resources-people and publications-useful in tourism development.

Available online at: [www.msue.msu.edu/imp/modtd/33500046.html](http://www.msue.msu.edu/imp/modtd/33500046.html)

*Community Tourism Assessment Handbook*

Western Rural Development Center, Oregon State University, 1996

Edited by Jane L. Brass

NAL Call No. G155 U6C65 1994

This assessment book is a nine step guide to determining whether tourism development is right for your community.

Available at: <http://extension.usu.edu/wrdc/ctah/> or by calling 435-797-9732.

*Community Tourism Development: A new manual about building tourism in communities*

Published by the Tourism Center of the University of Minnesota Extension Service (2001)

ISBN 1888440155

This manual was developed with information collected from cased studies in 197 rural communities engaged in tourism development. It is designed to help community groups expand their knowledge and skills in community tourism development.

Available from the University of Minnesota Extension Service Distribution Center  
405 Coffey Hall

1420 Eckles Avenue

St Paul, MN 55108-6068

Ph: (800) 876-8636

Email: [order@extension.umn.edu](mailto:order@extension.umn.edu)

*Community Development Strategies for Tourism: An Assessment Tool*

By N. R. Sumathi and Geoffrey Wendorf

University of Wisconsin (1995)

ID: G 3645

This publication offers a checklist of factors that should be considered when deciding whether to embark on a tourism development campaign.

Available online at: [www.msue.msu.edu/imp/modtd/33508252.html](http://www.msue.msu.edu/imp/modtd/33508252.html)

*Planning for Tourism: A Guide for Vermont Communities*

By Robert Manning, School of Natural Resources, University of Vermont

This publication covers planning and environmental and economic impacts of tourism. It also provides sample surveys for stakeholders.

Available by calling (802) 656-3131

*Tourism Planning*

By: Daniel J. Stynes and Cynthia O'Halloran

Michigan State University (October 1987)

Extension Bulletin E-2004

This article discusses the community's role in tourism planning.

Available online at: [www.msue.msu.edu/imp/modtd/33000005.html](http://www.msue.msu.edu/imp/modtd/33000005.html)

*Enhancing Kansas Communities through Tourism*

By Kenneth Albright

ID: L839 (1991)

Paper discusses the role of communities, government and business in developing rural tourism and its role in rural development.

Available online at: <http://www.msue.msu.edu/msue/imp/modtd/33520067.html>

*Cost Benefit Analysis: Local Tourism Development*

By George Goldman, Anthony Nakazawa, and David Taylor

Western Rural Development Center

ID: WREP 147

Available online at: [www.msue.msu.edu/imp/modtd/33510407.html](http://www.msue.msu.edu/imp/modtd/33510407.html)

*Building Gateway Partnerships: A Process for Shaping the Future of Your Community*

By Sue Abbott

Rivers, Trails, and Conservation Assistance, National Park Service

A workbook developed to help communities shape and develop information for local decision making. The focus is on gateways to Federal lands and parks, but the process can apply to any location.

Available from:

National Park Service

909 First Avenue

Seattle, Washington 98104

Ph: (206) 220-4122.

*Community Guide to Planning and Managing a Scenic Byway*

USDOT/FHA

It lists the steps to be taken in developing a scenic highway. A very well prepared publication.

Available at

The National Scenic Byways Clearinghouse  
1440 New York Ave, NW, Suite 202  
Washington, DC 20005  
Ph: 800-4byways.

*Economic Impact of Visitors to Your Community*

By George Goldman, Anthony Nakazawa, and David Taylor  
Western Rural Development Center  
ID: WREP 144

Available online at: [www.msue.msu.edu/imp/modtd/33510408.html](http://www.msue.msu.edu/imp/modtd/33510408.html)

*Measuring Tourism Impacts at the Community Level*

By Stephen Reiling (Editor)  
Maine Agricultural Experiment Station (1992)  
ID: Miscellaneous Report 374

Available online at: [www.msue.msu.edu/imp/modtd/33519758.html](http://www.msue.msu.edu/imp/modtd/33519758.html)

*The Impacts of Tourism*

By Glenn Kreag  
Sea Grant Minnesota

Study analyzed seven different areas that tourism impacts from economic to community attitude.

Available by  
Minnesota Sea Grant  
2305 E Fifth Street  
Duluth, MN 55812  
Ph: 218-726-8106  
Email: [seagr@d.umn.edu](mailto:seagr@d.umn.edu)

*Inventorying Existing and Potential Tourism Attractions*

By Michael Hedges  
Arkansas State University (1991)  
ID: FSCDJ17

Available online at: [www.msue.msu.edu/imp/modtd/33529773.html](http://www.msue.msu.edu/imp/modtd/33529773.html)

*Oh Say Can You See: Visual Assessment Tool Kit for Communities*

Scenic America

This publication is designed to help you assess the appearance of your community and decide what to do to improve it.

Available online at: [www.scenic.org](http://www.scenic.org) by clicking on "publications."

Hardcopies available by calling, (202) 543-6200

*Aesthetics, Community Character and the Law*

By Christopher J. Duerksen and Matthew R. Goebel  
American Planning Association, Planners Press (July 2000)  
ISBN: 0884829341

This book helps land use planners and citizens understand the law of aesthetics and the legal tools available to help their communities maintain their special features and sense of place. This book is available from the publisher as well as from other common booksellers.

*Developing an Interpretive Guide for Your Community*

Sea Grant, Coastal Tourism Fact Sheet November 1992

Cornell Cooperative Extension and State University of New York

By Diane Kuehn

This fact sheet is designed to guide communities through the development of an easy to understand, imaginative, and entertaining publication based on their historical, natural, cultural, or recreational resources.

Available online at: <http://www.msue.msu.edu/msue/imp/modtd/33710094.html>

*Developing Interpretive Signs for Visitors*

Sea Grant Tourism February 1993

Cornell University and State University of New York

By Diane M. Kuehn

This report helps communities through the process of developing an interpretive sign program. Also, it can be applied to local agritourism businesses.

Available by calling 315-341-3041.

**National Association for Interpretation (NAI)**

NAI exists to foster excellence in interpretation and support the interpretative profession.

Interpreters ensure proper communication to people visiting a farm or rural community.

Website: <http://www.interpnet.com>

528 South Howes

Fort Collins, CO 80521

Ph: 303-491-6434

*Roadside Signs*

By Claron Burnett

University of Wisconsin Cooperative Extension Service

33.71

Available online at: [www.msue.msu.edu/imp/modtd/33719793.html](http://www.msue.msu.edu/imp/modtd/33719793.html)

*Signs That Sell*

Frederick H. Rice

University of Wisconsin

This publication discusses signs as an important marketing tool.

Available online at: [www.msue.msu.edu/imp/modtd/33719792.html](http://www.msue.msu.edu/imp/modtd/33719792.html)

*Information and Traveler Decision Making*

By Maureen McDonough and Gary Ackert

Michigan State University (1986)

ID: E1940

This publication discusses information systems and their role in the tourism industry.

Available online at: [www.msue.msu.edu/imp/modtd/33710085.html](http://www.msue.msu.edu/imp/modtd/33710085.html)

*Managing Tourism Information Systems*

By Maureen McDonough and Gary Ackert

Michigan State University (1986)

ID: E1938

This publication discusses how to manage information systems and make them work for you.

Available online at: [www.msue.msu.edu/imp/modtd/33710084.html](http://www.msue.msu.edu/imp/modtd/33710084.html)

*Site Development Process*

Prepared by Gaylan A. Rasmussen,

Michigan State University Cooperative Extension Service (November 1978)

Extension Bulletin E-1252

This publication identifies and discusses the steps involved in developing a site.

Available online at: [www.msue.msu.edu/imp/modtd/33509756.html](http://www.msue.msu.edu/imp/modtd/33509756.html)

*Tourism: Greeting the Guest*

By Tom Quinn

Michigan State University (January 1986)

Extension Bulletin E-1381

This publication discusses the human relations aspect of tourism.

Available online at: [www.msue.msu.edu/imp/modtd/33200016.html](http://www.msue.msu.edu/imp/modtd/33200016.html)

*Courtesy is Contagious*

By Chad Dawson (1988)

A great 12-page publication of Do's and Don'ts.

Michigan State University E-2064

Purdue University - HE197

Minnesota - CDF03271

Available online at: [www.msue.msu.edu/imp/modtd/33200015.html](http://www.msue.msu.edu/imp/modtd/33200015.html)

*Face to Face: Tourism Hospitality Training*

University of Arkansas Cooperative Extension Service

AG-128-01-93

By Michael A. Hedges, Kay Kilgore, and Jennifer Roberts

Available online at: [www.msue.msu.edu/imp/modtd/33200131.html](http://www.msue.msu.edu/imp/modtd/33200131.html)

*First and Lasting Impressions*

By Mary E. Mennes and Alice F. Kempen

University of Wisconsin (1975)

C2739

This publication provides a checklist of things that most customers like and expect.

Available online at: [www.msue.msu.edu/imp/modtd/33209403.html](http://www.msue.msu.edu/imp/modtd/33209403.html)

*Discover America: Tourism and the Environment*

Travel Industry Association of America (TIA)

This is a guide that takes into account the challenges and opportunities of a travel industry business. The purpose is to provide insights, motivation, and practical guidance in a balance of responsibilities to the environment, financial health, and traveler satisfaction.

Available online at: [www.tia.org](http://www.tia.org).

Hardcopies available by calling (202) 408-8422

*Planning the Hospitality Program*

By Glenn Weaver

University of Missouri

ID: H003

Available online at: [www.msue.msu.edu/imp/modtd/33209724.html](http://www.msue.msu.edu/imp/modtd/33209724.html)

*Sustainable Tourism: Putting the Pieces Together*

NCSU Extension Service

This publication is a workbook designed for extension educators and other group leaders. It contains information on business planning and management, fact sheets, and local survey results. For information on this agritourism effort, contact Lanny Hass at 919-513-0479.

*Pricing Tourism Products and Services*

By Donald Holecsek

Michigan State University (1987)

Available online at: [www.msue.msu.edu/imp/modtd/33740097.html](http://www.msue.msu.edu/imp/modtd/33740097.html)

*Litter Control in a Tourist Area: Methods and Costs*

By John Kuehn, Bob McGill, and Don Thacker

Missouri (1979)

ID: 1935

Available online at: [www.msue.msu.edu/imp/modtd/33800103.html](http://www.msue.msu.edu/imp/modtd/33800103.html)

*Rural Tourism: an Annotated Bibliography*

By Dennis M. Brown

This bibliography summarizes studies on rural tourism. It includes studies on heritage tourism, nature-based tourism, agritourism, the economic effects of tourism, and tourism planning and development.

Available online at: <http://www.nal.usda.gov/ric/ricpubs/ricpubs.htm>

*Tourism Matters: Serving the Tourism Industry of Michigan*

A quarterly newsletter addressing all aspects of tourism and rural tourism. Presents survey results and suggested surveys to assess tourism in your community.

Online at [www.tourism.msu.edu](http://www.tourism.msu.edu)

Subscribe at [www.msue.msu.edu/stjoseph](http://www.msue.msu.edu/stjoseph) and click on "Com&Econ Development"

Or call Sally Carpenter 269-467-5522 or email [carpents@msue.msu.edu](mailto:carpents@msue.msu.edu)

*Rural Matters*

Free magazine that provides excellent case studies on addressing rural needs.

Subscribe at:

<http://rural-matters.org>

*Creating Vibrant Communities and Economies in Rural America.*

SRDC, prepared by BO Beaulieu

It paints a portrait of a rural economy that has undergone tremendous change in the past three to four decades.

Online at [www.srdc.msstate.edu/hot/hot.htm](http://www.srdc.msstate.edu/hot/hot.htm)

*Books on hospitality, tourism and leisure management.*

[www.processrequest.com/apps/redirect.asp](http://www.processrequest.com/apps/redirect.asp)

*Festival Management Course*

[www.edo.umn.edu](http://www.edo.umn.edu) and click courses and click tourism or contact

Kent Gustafson 612-625-8274

*Prairie Festival XXV*

An example of a long running festival.

[www.landinstitute.org](http://www.landinstitute.org)

*2002 National Extension Tourism Conference Proceedings*

More than 100 extension researchers, field agents and administrators engaged in tourism attended the 2002 conference. Papers and abstracts that addressed changes that affect the travel and tourism industries.

Available online at: [www.ag.iastate.edu/centers/rdev/net2002.index.html](http://www.ag.iastate.edu/centers/rdev/net2002.index.html)

## **SOME WEBSITES**

*Community Tourism Information, Resources and Websites*

“The Community Development Toolbox,” Illinois Tourism Network, and “Developing Tourism in Your Community,” can be found online at

[www.rpts.tamu.edu/tce/comm&tourdev.htm](http://www.rpts.tamu.edu/tce/comm&tourdev.htm)

**Travel and Tourism Research Association**

The International Association of Travel Research and Marketing Professionals

Website offers access to a searchable database by research topic, as well as easy links to updated association and industry information. It also includes a list of tourism professionals who are members.

[www.ttra.com](http://www.ttra.com)

Ph: 208-429-9511

*Business Enterprises for Sustainable Travel (BEST) 2001 Update*

This publication contains articles related to sustainable travel. Some examples are:  
Stimulation Demand for Sustainable Travel and Tourism Among the Industry's  
Customers: Educating the Consumer and Key Pursuits: Encouraging the Adoption of  
Sustainable Practices within the Travel and Tourism Industry

The publication is available online at:

<http://www.sustainabletravel.org/press/update2001.pdf>

**Business Enterprises for Sustainable Travel (BEST)**

BEST works to serve as a leading source of knowledge on innovative travel industry practices that advance community, business, and travelers' interests.

Website: <http://www.sustainabletravel.org>

Email: [michael.seltzer@conference-board.org](mailto:michael.seltzer@conference-board.org)

**National Tourism Foundation Website**

<http://www.ntfonline.com/>

**Travel Industry Association of America (TIA)**

TIA is a non-profit association that serves as the unifying organization for all components of the U.S. travel industry. All state tourism bureaus and most county visitor and convention bureaus are members of TIA and can be located through the web site. Any farmer, rancher or business involved in tourism, who is a member, is located on the web site.

Website: [www.tia.org](http://www.tia.org).

Ph: (202) 408-8422

**National Tour Association Website**

<http://www.ntaonline.com/>

**Tourism Resources Website**

Rural Information Center

This website provides information on funding programs for tourism, in addition to tourism data and contacts and various links to other tourism resources and publications.

<http://www.nal.usda.gov/ric/ruralres/tourism.htm>

**Travel and Tourism Resource Association**

Website: <http://www.ttra.com/>

**Tourism Research Links by René Walsberg**

<http://www.walsberg.com/>

**Minnesota Tourism Center**

UMN Extension Service

The Minnesota Tourism Center offers programs and assistance in tourism, business, rural tourism development, and festivals and events management. It has a variety of publications, videos, reference materials and educational information.



Website: [www.tourism.umn.edu](http://www.tourism.umn.edu).  
Ph: (612) 624-4947

**Michigan State University Extension's Tourism Area of Expertise Team**

Website: <http://www.tourism.msu.edu>  
Michigan State University  
172 Natural Resources Bldg.  
East Lansing, MI 48824-1222  
Ph: 517-353-0793

**Tourism Educational Materials Website**

This website contains a database that provides an inventory of Extension resource materials related to tourism education  
<http://www.msue.msu.edu/msue/imp/modtd/mastertd.html>

**North Carolina Tourism Resources in Education and Development**

This website provides various different resources concerning North Carolina state-wide and national tourism. It includes information on tourism research, hospitality education, funding opportunities, and specifically agritourism.  
<http://www.nctourismresources.net/sustainable.htm>

**Vermont Tourism Data Center**

Website: <http://snr.uvm.edu/vtdc/>  
219B George d. Alken Center  
University of Vermont  
Burlington, VT 05405  
Ph: (802) 656-0623

**Louisiana Tourism Data Resources**

<http://www.latour.lsu.edu/>

Compilation of Extension Tourism Faculty by state available at:  
<http://www.montana.edu/wwwcommd/faculty.htm>

**See America Website**

This website contains a searchable database of all websites related to US travel.  
<http://www.seeamerica.org>

**Scenic America**

Scenic America is a national organization dedicated to protecting natural beauty and distinctive community character. Their website provides information on the organization and its efforts. It also provides general information on community and highway design, scenic byways, tree conservation, view protection, and other scenic issues.  
Website: <http://www.scenic.org/>  
801 Pennsylvania Ave. SE  
Suite 300

Washington, DC 20003  
Ph: (202)543-6200

**Western States Tourism Policy Council (WSTPC)**

The WSTPC is an organization that serves as a forum to identify, research, analyze, and advocate the travel and tourism related issues of public policy and opinion in the Western United States. Their website provides success stories, publications and research, and information on their conferences and other activities.

Website: [www.wstpc.org](http://www.wstpc.org)

**www.tourismandmore.com**

A web site that carries tidbits of information, conference schedules and training course information. For more information contact:

Peter Tarlow  
1218 Merry Oakes  
College Station, TX 77840  
Ph: 979-764-8402

<http://hidalgo.geo.swt.edu/nht> and click on "Other Tourism Resources" you will find some links. The <http://hidalgo.geo.swt.edu/nht/Pertbook.htm> is a direct link to some farm and ranch tourism sites.

[www.rptsweb.tamu.edu/tce/index.htm](http://www.rptsweb.tamu.edu/tce/index.htm)

**www.Recreation.gov**

Your one stop resource for recreation information on all Federal Lands. Your gateway to America's national parks, public lands, forests, lakes, wildlife refuges, and historic and cultural sites.

# **TOURISM: PUTTING THE PIECES TOGETHER**

**THE TOURISM POLICY COUNCIL'S  
FEDERAL TOURISM DEVELOPMENT STRATEGY  
June 1995**

*In conjunction with the National Performance Review*

**RONALD H. BROWN, Chairman  
Tourism Policy Council**

## **TABLE OF CONTENTS**

### **Acknowledgments**

<b>Executive Summary</b> .....	<b>i</b>
<b>Introduction</b> .....	<b>1</b>
<b>Chapter 1: Tourism's Profile and Prospects: An Overview</b> .....	<b>3</b>
<b>Chapter 2: Resource Allocation</b> .....	<b>9</b>
<b>Chapter 3: Research: Create an Integrated, Accessible Research System</b> ..	<b>19</b>
<b>Chapter 4: Infrastructure and Product Development</b> .....	<b>29</b>
<b>Chapter 5: Promotion</b> .....	<b>41</b>
<b>Chapter 6: Facilitation and Barrier Reduction</b> .....	<b>53</b>
<b>Chapter 7: Training and Education</b> .....	<b>63</b>
<b>Chapter 8: Environment and Safety and Security</b> .....	<b>67</b>
<b>Chapter 9: The Future of the Federal Tourism Development Strategy</b> .....	<b>73</b>
<b>Epilogue</b> .....	<b>81</b>

### **Appendices**

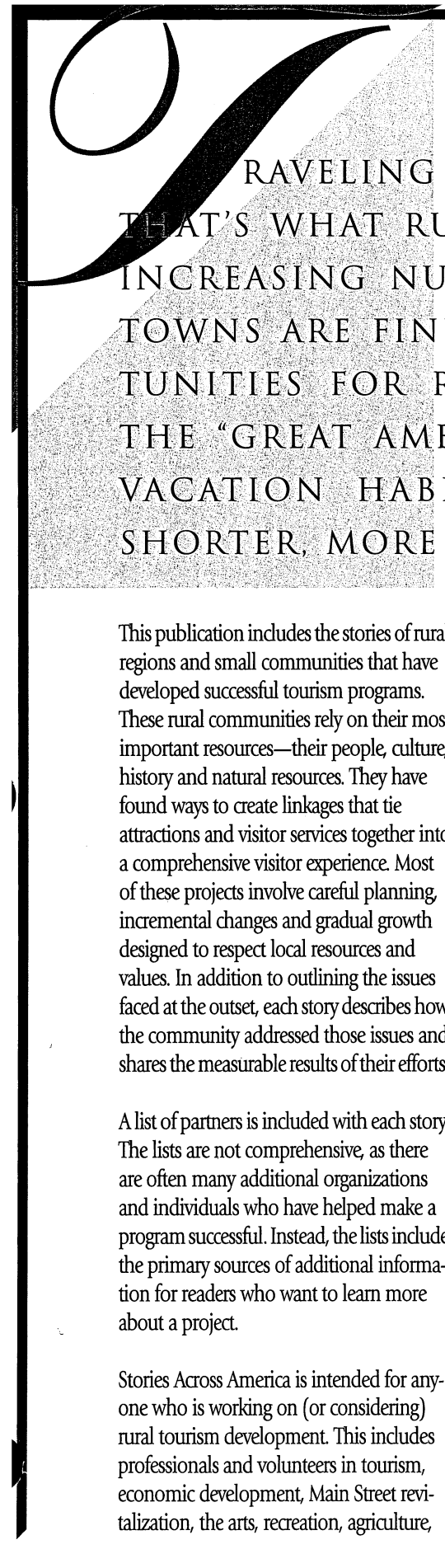
<b>A. Customer Needs Assessment: Working Group Report (Excerpts)</b> .....	<b>85</b>
<b>B. Inventory of Federal Programs: Working Group Report</b> .....	<b>99</b>
<b>C. Framework: Working Group Report</b> .....	<b>103</b>
<b>D. Federal Agencies Involved in Tourism Development</b> .....	<b>143</b>
<b>E. Working Group Members</b> .....	<b>147</b>
<b>F. Acronyms Used in this Strategy</b> .....	<b>149</b>

# Stories Across America Opportunities for Rural Tourism



■ Full length stories  
 ■ Sidebar stories

Rural Tourism Overview	2 3
Keeping Traditions Alive Sweet Home Folklife Days in Louisiana	4-8
Attracting Family Reunions in North Carolina	9
The Delta Blues Museum in Mississippi	9
Culture, Corridors and Cars Washington State's Heritage Tours	10 14
Bringing Art to New Hampshire's Welcome Centers	15
Public Art on Scenic Highways in New Mexico	15
Respecting Differences Arizona Tribal Tourism	16 20
Teaming up with Elderhostel	21
Preserving Hispanic and Native American Landmarks in the Southwest	21
A New Growth Industry Agritourism in Minnesota	22 26
What is Agritourism?	27
Agri Cluster Program in Tioga County New York	
Nebraska Outback	
Vermont Farms' Association	
Renewing a Revolution Blackstone Valley National Heritage Corridor in Massachusetts and Rhode Island	28 33
Breaking Out of the Box: The Tourism Role of Heritage Areas	33
Building Bridges to Success The Seaway Trail in New York	34-38
Scenic Byway Designations	39
Ashley River Road in South Carolina	39
Crowley's Ridge Parkway in Arkansas and Missouri	39
Volcanic Legacy Scenic Byway in Oregon	39
Additional Resources	40-41



TRAVELING TO EXPERIENCE "THE REAL AMERICA." THAT'S WHAT RURAL TOURISM IS ALL ABOUT, AND AN INCREASING NUMBER OF REMOTE AREAS AND SMALL TOWNS ARE FINDING THAT THERE ARE MORE OPPORTUNITIES FOR RURAL TOURISM THAN EVER BEFORE. THE "GREAT AMERICAN TIME SQUEEZE" IS CHANGING VACATION HABITS, CAUSING AMERICANS TO TAKE SHORTER, MORE FREQUENT TRIPS CLOSER TO HOME.

This publication includes the stories of rural regions and small communities that have developed successful tourism programs. These rural communities rely on their most important resources—their people, culture, history and natural resources. They have found ways to create linkages that tie attractions and visitor services together into a comprehensive visitor experience. Most of these projects involve careful planning, incremental changes and gradual growth designed to respect local resources and values. In addition to outlining the issues faced at the outset, each story describes how the community addressed those issues and shares the measurable results of their efforts.

A list of partners is included with each story. The lists are not comprehensive, as there are often many additional organizations and individuals who have helped make a program successful. Instead, the lists include the primary sources of additional information for readers who want to learn more about a project.

Stories Across America is intended for anyone who is working on (or considering) rural tourism development. This includes professionals and volunteers in tourism, economic development, Main Street revitalization, the arts, recreation, agriculture,

historic preservation, and conservation as well as elected officials and other interested citizens. No one approach will work for everyone. Local communities must decide which approach best complements their goals.

The experiences shared in this publication include a wealth of ideas and sound advice for those hoping to capitalize on the benefits offered by rural tourism. While the stories included here illustrate a variety of approaches to meet the individual needs of each area, all the stories demonstrate the critical importance of partnerships as well as strong and dynamic leadership.

Working together offers several distinct advantages. First, by packaging diverse attractions together, a rural region can create greater visitor appeal with a critical mass of things to see and do. Second, pooling human and financial resources shares the burden of responsibility. No one organization is shouldering the entire responsibility to develop and promote the region.

Strong leadership is also a critical ingredient for success. Readers will find a number of stories where a key individual provided the spark to get the effort going and the guiding leadership to keep the effort on track. Look

for the leaders in your own community and support their efforts to make your community a better place to visit and live.

Featured stories embody the five guiding principles for successful and sustainable tourism developed by the National Trust for Historic Preservation—collaborate; find the fit between the community and tourism; make sites and programs come alive; focus on authenticity and quality; and preserve and protect resources. These five principles, along with the four basic steps for getting started, are described in greater detail in the National Trust's publication *Getting Started: How to Succeed in Heritage Tourism*.

An interagency working group has guided the development and shared in the cost of compiling information on these rural tourism case studies. The key partners and sponsors for this initiative are:

United States Department of Transportation  
Federal Highway Administration  
United States Department of Agriculture  
Economic Research Service  
Forest Service  
Natural Resources Conservation Service  
National Endowment for the Arts  
America's Byways Resource Center

# The Craft Heritage Trails of Western North Carolina

## Authors

Jay Fields and Brad Campbell

## Designer

Mark Wilson

## Project Coordinator

Robin Daniel

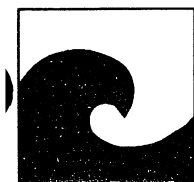
Published by HandMade in America, Inc.  
67 North Market Street, Asheville, North Carolina 28802  
(704) 252-0121

<http://www.haywood.cc.nc.us/wncedc>  
©1996

# Table of Contents

FYI Helpful Stuff to Know	8
High Country Ramble	16
HERITAGE Blue Ridge Parkway	30
Circle the Mountain	32
HERITAGE Penland School	46
farm to Market	48
HERITAGE Southern Highland Handicraft Guild	56
Mountain Cities	58
HERITAGE Biltmore and Craft	80
Cascades Trail	82
HERITAGE Haywood Community College	92
Shadow of the Smokies	94
HERITAGE John C. Campbell Folk School	104
The Lake Country	106
Index	114

Glossary/Calendar/Map    Inside Back Cover



# Sea Grant

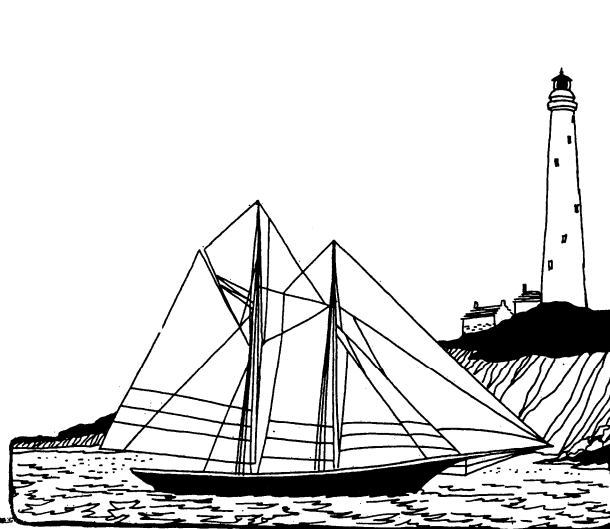
Tourism  
February 1991

Cornell Cooperative Extension • State University of New York

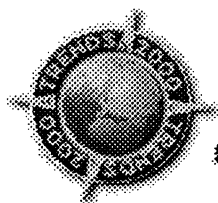
## **FORMING A RECREATION OR TOURISM ASSOCIATION IN NEW YORK STATE**

by

**Diane M. Kuehn  
New York Sea Grant  
Extension Specialist**







# TRENDS 2000

## 5<sup>th</sup> OUTDOOR RECREATION & TOURISM TRENDS SYMPOSIUM

### SHAPING THE FUTURE

September 17-20,  
2000

Lansing, Michigan

### Conference Info.

Trends 2000 is the 5<sup>th</sup> in a series of North American Symposia, held every five years, on key trends & challenges facing outdoor recreation & tourism. ([Read more...](#))

### Contacts

E-mail: [trends@msu.edu](mailto:trends@msu.edu)

[Joe Fridgen](#), Conf. Chair

[Dan Stynes](#), Program Chair

[Kim Luft](#), Registrar

[Lori Martin](#), Coordinator

[Tammy Rummel](#), Coordinator

TRENDS 2000

131 Natural Resources Bld.

East Lansing, MI 48824-1222

USA

Phone: 517.353.5190 x: 103

Fax: 517.432.3597

### Hosts

[Travel & Tourism Research Association \(TTRA\)](#), [CenStates Chapter](#)

[Michigan State University, Dept. of Park, Recreation, & Tourism Resources](#)

### Sponsors

[Greater Lansing Convention & Visitors Bureau](#)

[Michigan Agricultural Experiment Station](#)

[Michigan State University Extension](#)

[Travel Michigan, Michigan Economic Development](#)

### Thank You

Thanks to all our sponsors, speakers, and attendees for making this event a success.

Please note that proceedings will be available soon.

### Proceedings

Final Papers: Papers may be downloaded individually in Acrobat PDF format

### Proceedings :

Compiled Proceedings will be available for purchase in hardcopy or downloading in March.

To receive the full compiled proceedings please print out and mail in the order form (in Adobe Acrobat) with payment.

### Resources

This section is not being updated, but contains resources which may still be useful.

[Link to Recently Published Trends Articles](#)

[Link to Recently Published Trends Books](#)

[Link to Trends 2000 Speaker Web Sites](#)

[Link to a Matrix of Organizational Trends Data](#)

[Link to American Demographics Magazine](#)

[Link to the World Future Society and The Futurist Magazine](#)



United States  
Department of  
Agriculture

National  
Agricultural  
Library

Beltsville  
Maryland  
20705



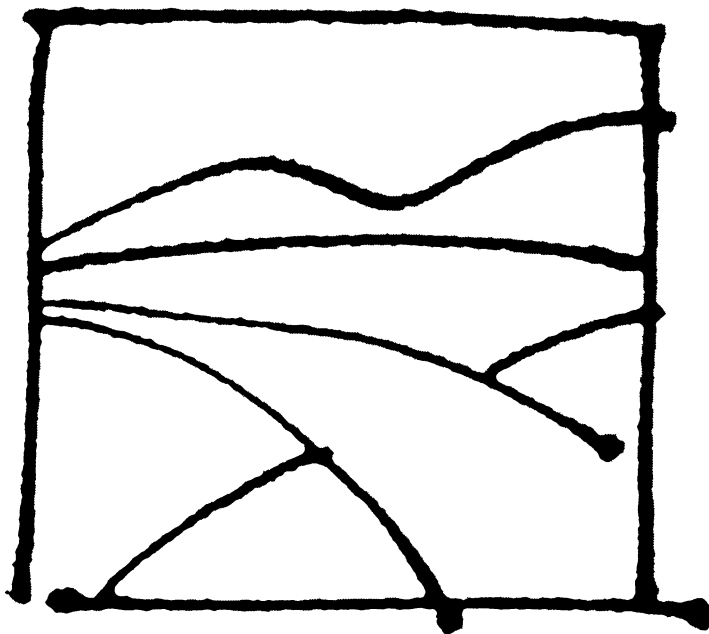
ISSN 1052 5378

# **Tourism Development**

## **January 1988 - January 1995**

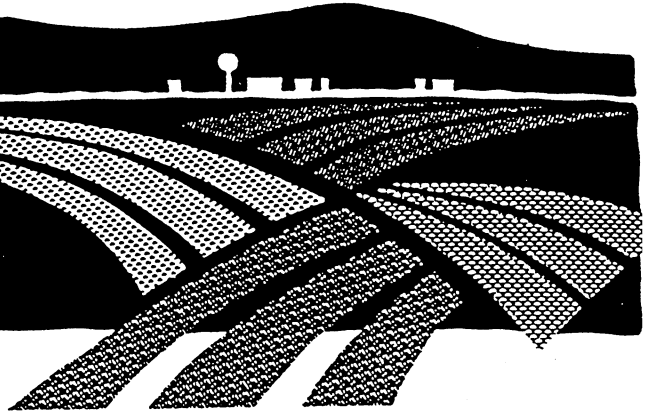
**QB 95-19**

**Quick Bibliography Series**



# Rural Information Center

National Agricultural Library  
U.S. Department of Agriculture  
Beltsville, Maryland 20705



The Rural Information Center (RIC) is a joint project of the Extension Service and the National Agricultural Library (NAL). RIC provides information and referral services to local government officials, community organizations, health professionals and organizations, cooperatives, libraries, businesses, and rural citizens working to maintain the vitality of America's rural areas. The Center combines the technical, subject-matter expertise of Extension's nationwide educational network with the information specialists and resources of the world's foremost agricultural library.

The Office of Rural Health Policy in the Department of Health and Human Services (DHHS) and the NAL jointly created a Rural Information Center Health Service (RICHS) as part of the RIC. RICHS collects and disseminates information on rural health issues, research findings related to rural health, and innovative approaches to the delivery of rural health care services.

## SERVICES:

**Provide** customized information products to specific inquiries including assistance in economic revitalization issues; local government planning projects; rural health issues; funding sources; and other related issues for the purpose of monitoring the quality of rural life.

**Process** a broad array of general and funding information requests on such topics as:

- Successful strategies, models, and case studies of community development projects
- Small business attraction, retention, and expansion
- Tourism promotion and development
- Recycling programs
- Community water quality
- Technology transfer to rural areas
- Closures, restructuring and diversification of rural hospital and clinics
- Agricultural health and safety
- Health programs, services, personnel issues
- State initiatives concerning rural health delivery issues

**Refer** users to organizations or experts in the field who can provide additional information.

**Perform** brief database searches of requested topics on a complimentary basis.

**Furnish** bibliographies and Rural Information Center Publication Series titles.

**Identify** current USDA and DHHS research and Cooperative Extension Systems programs.

## ACCESS:

**\*Telephone**

1-800-633-7701 (nationwide) or 1-301-504-5547

**\*Mail**

Rural Information Center  
National Agricultural Library, Room 304  
Beltsville, MD 20705-2351

**\*Electronic Mail** through INTERNET (RIC@NALUSDA.GOV)

**\*NAL Bulletin Board** (RIC/RICHS Conference) 1-301-504-6510

# **Tourism and Retail Development**

## ***Attracting Tourists to Local Businesses***

**Bill Ryan, Jim Bloms, Jim Hovland, David Scheler**



**University of Wisconsin Extension  
Cooperative Extension**

**Center for Community Economic Development**



# Contents

## Tourism and Retail Development: *Attracting Tourists to Local Businesses*

<b>Preface .....</b>	<b>v</b>
<b>Section 1: Tourism as a Retail Development Strategy .....</b>	<b>1</b>
♦ Economic Impact of Tourism .....	2
♦ How Tourism Impacts Local Retailing .....	3
♦ Retailers that Benefit from Tourism .....	5
<b>Section 2: Understanding Your Area's Tourism Market .....</b>	<b>7</b>
♦ Attractions Inventory .....	8
♦ Visitor Profile .....	9
♦ Expanding Product Lines and Developing New Stores for Tourists .....	14
<b>Section 3: Community Case Studies .....</b>	<b>21</b>
♦ Offering Heritage and History to Travelers: New Glarus, Wisconsin .....	22
♦ Serving Golf Enthusiasts: Gaylord, Michigan .....	24
♦ Enticing Anglers and Outdoor Enthusiasts: Boulder Junction, Wisconsin .....	26
♦ Sharing History with Travelers: Galena, Illinois .....	28
♦ Celebrating German Heritage with Visitors: Germantown, Wisconsin .....	30
♦ Experiencing Agriculture: Farm Trails of Southwestern Wisconsin .....	32
♦ Escaping the City: Hudson, Wisconsin .....	34
♦ Sharing the Outdoors with Bicyclists, Canoeists and Rafters: Lanesboro, Minnesota .....	36
♦ Beckoning Travelers: Trego, Wisconsin .....	38
♦ Serving Campers and Second Home Owners: Sublette, Illinois .....	40
♦ What We Can Learn from Major Resort Destinations .....	42
<b>Section 4: Retail Business Strategies to Capture Tourism Dollars .....</b>	<b>43</b>
♦ Knowing the Customer .....	44
♦ Targeting the Visitor .....	45
♦ Location .....	46
♦ Store Appearance .....	46
♦ Atmosphere .....	47
♦ Experience .....	48
♦ Products .....	49
♦ Pricing .....	51
♦ Inventory Management .....	51
♦ Convenience .....	52
♦ Hospitality .....	53
♦ Delivery .....	54
♦ Stand behind Your Products .....	54
♦ Reaching the Visitor .....	55
♦ Strengthen Ties with Your Community .....	56
♦ Encouraging Repeat Business .....	58

<b>Appendix A Worksheets for Market Evaluation</b>	<b>59</b>
♦ Attractions Inventory	60
♦ Visitor Profile	61
♦ Retail Products and Services	62
<b>Appendix B Additional Resources for Tourism and Retail Development</b>	<b>63</b>
<b>Appendix C Business Participants</b>	<b>65</b>
<b>Appendix D Nomination of Other Communities or Businesses</b>	<b>69</b>

Michigan State University Extension  
Tourism Educational Materials - 33000130  
06/06/02

## **Tourism Development: Your Place in Serving the Visitor**

---

John S. Baxter  
University of Kentucky  
1985  
Cooperative Extension Service

### **CONTENTS**

Tourism Development  
Introduction  
Your Place in Serving Visitors  
Personal Improvement On the Job  
Personal Appearance  
Conduct  
Information About The Community  
Information About The County  
Information About Your Area and The  
Surrounding Region

Correct Food Service  
Introduction  
Serving Station Work  
Knowing Your Menu  
Setting The Table  
Guidelines for Correct Table Service  
The Order of Service  
Types of Restaurant Service  
Suggestive Selling

**TOURISM DEVELOPMENT**  
Your Place in Serving the Visitor  
by John S. Baxter,  
Tourism Development Specialist

### **Introduction**

The traveler or tourist who comes to your community should have the very best and most pleasant places to stay, dine, and see. Your employment in a tourist facility makes it necessary that you do everything you can to make tourists feel welcome when they arrive and help them to enjoy themselves while they are visiting your community. You should do your best to see that they are satisfied and happy when they leave.

# **TOURISM USA**

## **Guidelines for Tourism Development:**

**Appraising Tourism Potential  
Planning for Tourism  
Assessing Product and Market  
Marketing Tourism  
Visitor Services  
Sources of Assistance**

by

**The University of Missouri - Columbia  
Department of Parks Recreation and Tourism  
University Extension**

**1991  
Third Edition  
Originally Published 1978**



# TABLE OF CONTENTS

Development Staff .....	inside front cover
Title Page .....	i
Preface .....	iii
Development Staff .....	iv
<b>CHAPTER 1. APPRAISING TOURISM POTENTIAL .....</b>	<b>1</b>
Your Community and Tourism .....	1
Local Benefits From Tourism .....	2
Tourism and Employment .....	2
Tourism and Income .....	5
Tourism and a Diversified Economic Base .....	5
Tourism, Tax Revenues and Government Benefits .....	8
Tourism and Visibility .....	8
Tourism and Cultural Benefits .....	9
Costs and Liabilities of Tourism .....	10
Demands on Public Facilities and Services .....	10
Transportation Access to the Community .....	10
Local Roads .....	10
Parking .....	10
Signs .....	10
Water .....	10
Sewage and Trash Disposal .....	11
Restrooms .....	11
Public Safety .....	11
Public Health and Welfare .....	11
Operational Costs of Tourism .....	11
Summary .....	11
What Does Your Community Have That Tourists Want? .....	12
Why People Travel for Leisure .....	12
Components of a Tourism Industry .....	14
A Tourism Industry Requires Order and Organization .....	15
Developing Your Tourism Industry .....	16
Planning and Implementing Tourism in Your Community .....	16
Sources of Assistance .....	17
Promoting Your Community and Its Tourist Attractions .....	17
Cooperation in Tourism Planning and Development .....	18
Your Community and Tourism: Where Are You Now? .....	18
Table 1.1      Assessing Community Needs and Potential Benefits .....	3
Figure 7.1     Distribution of the Tourist Dollar .....	2
Figure 1.2     1988, 1989 & 1990 Employment Figures .....	6
Figure 1.3     1988, 1989 & Projected 1990 Industry Receipts .....	7
Figure 1.4     Tourism and Your Community .....	8
Figure 1.5     Requirements of a Tourism Industry .....	15
<b>CHAPTER 2. PLANNING FOR TOURISM .....</b>	<b>19</b>
How to Develop Leadership .....	20
The Value of Leadership to Tourism Development .....	20
Leadership Emergence and the Organizational Process .....	21
Leadership Roles .....	22
Leadership Roles of the Tourism Organization .....	23
Gaining Public Support and Awareness .....	23
Coordination .....	23

## TABLE OF CONTENTS (Continued)

Operation .....	23
Promotion .....	23
Leadership Roles of the Chamber of Commerce .....	23
Gaining Public Support and Awareness .....	23
Coordination .....	23
Operation .....	24
Promotion .....	24
Leadership Roles of Local Government .....	24
Operation .....	24
Imposed Organization .....	24
Developing Leadership Within The Community .....	24
Reconnaissance .....	25
Resistance .....	25
Citizen Involvement .....	25
Division of Labor .....	26
Supervision and Follow-up .....	26
Leadership Education and Training .....	26
Summary .....	27
Planning a Tourism Program .....	28
The Planning Process .....	28
Planning Roles .....	29
The Planning Organization .....	30
The Organizational Structure .....	31
Planning With Limited Resources .....	33
Coordination of the Tourism Industry .....	34
Communications .....	34
Research and Data Collection .....	35
Education and Training .....	36
Promotion .....	36
Budget and Finance .....	37
Funding of Tourism Operations and Promotion .....	37
Funding of Capital Improvements or Development .....	39
Summary .....	40
Figure 2.1     The Planning Process .....	20
Figure 2.2     Tourism Organizational Structure (Sample) .....	32
<b>CHAPTER 3. ASSESSING PRODUCT AND MARKET .....</b>	<b>41</b>
Collection Programs .....	41
Types of Data Collection .....	46
Desk Research .....	46
Comparison of Observation and Survey Methods .....	46
Observation Methods .....	47
Observing Behavior .....	47
Counting Methods .....	47
Survey Research .....	48
Informal Surveys .....	49
Suggestion Boxes .....	49
Bias .....	49
Developing Questionnaires .....	50
Selecting a Sample Group .....	50
Registration Methods .....	51
Questionnaires .....	51
Interviewing .....	51

## TABLE OF CONTENTS (Continued)

Determining Visitor Attitudes .....	53
Introduction .....	53
How To Determine Attitudes .....	54
Scales Indicating Agreement to Statements .....	54
Scales Indicating "Liking" .....	54
Measuring Visitor Expenditures .....	56
Diaries .....	56
Exit Interviews .....	56
Mail Surveys At Home .....	56
Measurement of Income Impact .....	56
Use of Regional or County Income Multipliers .....	57
Construction of Your Own Income Multiplier .....	57
Determine Pattern and Volume of Tourist Expenditure .....	57
Estimate Percentage of Goods and Services Produced Locally .....	57
Calculate Percentage of Local Income that is Spent Locally .....	58
Summary .....	59
Cost-Benefit Analysis .....	61
Range of Costs and Benefits .....	61
Method .....	61
Evaluating Market Potential .....	65
Market Analysis of Techniques .....	66
Market of Analysis for New Attractions or New Markets .....	67
Market Analysis-Other Variations .....	67
Inventorying Existing and Potential Attractions .....	67
What Will Be Inventoried? .....	68
Checklist of Actual and Potential Sites .....	68
Survey .....	68
Identification of Potential Target Markets .....	78
Target Market Identification .....	78
The Importance of These Classifications .....	78
Geography .....	78
How To Identify Geographical Target Markets .....	80
Behavior-Psychographics .....	81
Behavioral-Demographics .....	81
How to Identify Behavioral Target Markets .....	82
Matching Existing and Potential Attractions with Target Markets .....	82
Consideration of Each Attraction .....	82
Analysis of the Image of the Areas as a Whole .....	83
Evaluation of the Target Market .....	83
Matching Attractions and Target Markets .....	84
Estimating Demand and Usage .....	84
Estimating Demand for Existing Attractions .....	87
Estimating Demand for New Tourist Attractions .....	88
Assessing Private and Public Support Services .....	89
Private Facilities .....	89
Public Facilities and Services .....	107
Table 3.1      Characteristics of Visitors to the Area .....	42
Table 3.2      Evaluation of Tourism Programs .....	44
Table 3.3      Evaluation of the Effects of Tourism .....	45
Table 3.4      Characteristics of Potential Tourists .....	45
Table 3.5      Methods of Collecting Tourism Data .....	47
Table 3.6      An Example of Calculating the Income of Tourist Expenditures .....	60
Table 3.7      Estimated Benefits and Costs of Proposed Tourism Development Program, Anytown, U.S.A., 1986-1990 .....	63

## TABLE OF CONTENTS (Continued)

Table 3.8	Calculations, Sources of Information, Tourist Development Program, Anytown, U.S.A. ....	64
Table 3.9	Characteristics for Identifying Target Markets .....	78
Table 3.10	Selected Trip Characteristics .....	79
Table 3.11	Selected Traveler Characteristics .....	79
Figure 3.1	Jackson Hole Visitor Profile Questionnaire, 1978 .....	52
Figure 3.2	Paired-Comparisons Example .....	55
Figure 3.3	An Example of the Impact of a \$200 Tourist Expenditure on Local Incomes .....	58
Exhibit 3.1	Sample Checklist .....	69
Exhibit 3.2	Sample Survey for Major Attractions .....	73
Exhibit 3.3	Tabular Inventory Form for Sample Survey Questionnaire .....	77
Exhibit 3.4	Attraction Characteristics .....	83
Exhibit 3.5	Existing Image of Area .....	84
Exhibit 3.6	Target Market Evaluation .....	85
Exhibit 3.7	Comparison of Attractions and Target Markets .....	86
Exhibit 3.8	Estimates of Demand Level .....	88
Exhibit 3.9	Sample Form for Determining Facilities Needed to Meet Demand .....	90
Exhibit 3.10	Sample Questionnaire-Lodging .....	92
Exhibit 3.11	Sample Form for Use in Tabulating Lodging Inventory Data .....	95
Exhibit 3.12	Sample Questionnaire-Eating Establishments .....	96
Exhibit 3.13	Sample Form for Use in Tabulating Eating Establishments Inventory Data .....	98
Exhibit 3.14	Sample Questionnaire-Specialty Shops .....	99
Exhibit 3.15	Sample Form for Use in Tabulating Specialty Shops Inventories .....	101
Exhibit 3.16	Sample Questionnaire-Entertainment Facilities .....	102
Exhibit 3.17	Sample Form for Use in Tabulating Entertainment Facilities Data .....	104
Exhibit 3.18	Sample Form for Use in Tabulating Convention Facilities .....	106
Exhibit 3.19	Sample Form-Labor Supply Inventory .....	108
Exhibit 3.20	Sample Questionnaire-Transportation Access .....	110
Exhibit 3.21	Sample Questionnaire-Local Streets .....	111
Exhibit 3.22	Sample Questionnaire-Parking .....	112
Exhibit 3.23	Sample Form for Assessing Signs .....	113
Exhibit 3.24	Sample Questionnaire-Solid Waste .....	115
Exhibit 3.25	Sample Questionnaire-Police Functions .....	117
<b>CHAPTER 4. MARKETING TOURISM</b> .....		<b>119</b>
Definitions .....		119
Promotional Mix .....		119
Developing the Promotional Plan .....		120
Forecast Expected Revenues .....		120
Specify Target Markets .....		120
Determine Tourist Motivations .....		121
Develop Specific Promotional Goals .....		121
Develop the Campaign Theme .....		121
Develop a Media Strategy .....		122
Composition of Specific Advertising Copy .....		122
Test Advertising Effectiveness .....		122
International Promotion .....		123
Target Market Advertising .....		124
Media .....		125
Newspapers .....		125
Television .....		125
Direct Mail .....		125

## TABLE OF CONTENTS (Continued)

Radio .....	126
Magazines .....	126
Outdoor .....	129
Cost of Various Methods Versus Hiring an Ad Agency .....	130
Attraction Literature .....	131
Coordinating Brochures .....	131
Community Description Brochure .....	131
Brochures for International Markets .....	132
Exhibits, Displays, Films, Trade Shows and Other Promotional Methods .....	132
Description .....	132
Placement .....	132
Design .....	133
Mobile Exhibits .....	133
Films and Video Tapes .....	133
Trade Shows .....	133
Coordinating with Convention Activities .....	134
Direct Selling With International Representatives .....	135
Travel Missions .....	135
Promotion Through Travel Services .....	135
Tour Packaging by Communities .....	136
Trade Advertising .....	136
Control Mechanism for Handling Inquiries .....	136
General Tourism Inquiry .....	136
Classes of Mail .....	137
Specific Attractions Inquiry .....	137
Local Advertising and Promotion .....	137
Local Media .....	137
Function .....	137
Market .....	138
Type and Relative Importance .....	138
Sign and Placement .....	138
Store Signs .....	139
Street Signs .....	139
Historical Markers .....	139
Distribution Mechanism for Attractions Literature .....	139
"Word of Mouth" Advertising .....	139
Public and Community Relations .....	140
Media Coverage .....	140
Media Attention .....	141
The Promotional Gimmick .....	141
Coordinative Activities with Community Organizations and Support Services ....	142
Cooperative Promotions .....	142
Types of Cooperative Promotions .....	142
Advantages of Cooperation .....	143
Examples of Cooperative Promotions .....	143
Fall River, Massachusetts .....	143
Branson, Missouri .....	143
Major Industry-Community Cooperative Promotion .....	143
State and Federal Government Cooperative Promotions .....	143
Souvenirs and Promotional Mementos .....	144
Table 4.1      International Tourism to the United States From Nine Major Markets .	123
Exhibit 4.1    Guidelines for Outdoor Advertising .....	129

## TABLE OF CONTENTS (Continued)

<b>CHAPTER 5. VISITOR SERVICES</b> .....	147
What Are Visitor Services .....	147
What is Hosting? .....	147
Identifying Visitor Service Needs .....	147
Develop A Visitor Services Plan .....	148
The Visitor Services Program .....	148
Anticipating and Planning Service Needs .....	148
Coordination of Visitor Services .....	149
Who Pays For and Provides Visitor Services? .....	150
Special Service Needs .....	150
International .....	150
Disabled .....	150
Aged .....	152
Training For Visitor Services .....	152
Who Needs To Be Trained? .....	153
Training for Personal Services Personnel .....	153
Training for Specialized Services Personnel .....	153
Training for Members of the Community .....	154
Who Should Do the Training? .....	154
Hospitality Training .....	154
Personal and Specialized Service Personnel .....	154
Course Planning and Instruction .....	155
Methods .....	155
Tips For Effective Meetings .....	155
Points to Cover in a Hospitality Training Course .....	156
Suggestions for Restaurant Personnel .....	156
Suggestions for Hotel and Motel Personnel .....	157
Suggestions for Retail Sales Personnel .....	158
Suggestions for Service Station Personnel .....	159
The Public Awareness Program .....	161
Value of Tourism .....	161
Relevance .....	161
Importance .....	162
Understanding the Tourist .....	162
Tourists and Their Problems .....	162
Understanding Tourists' Motives .....	163
Methods of Communicating With the Public .....	163
One-Sided Versus Two-Sided Arguments .....	164
Passive Spokesmen .....	164
Face-to-Face Communications .....	164
Mass Communication .....	165
Direct Experience .....	166
Establishing Tourist Information Centers .....	166
Location and Design .....	167
Function .....	167
TIC Staff .....	168
Evaluating The Visitor Services Program .....	168
Monitoring .....	168
Analysis .....	168
Exhibit 5.1   National Park Service Recreation Symbols .....	151
Exhibit 5.2   Sample, Visitor Satisfaction Questionnaire .....	170

## TABLE OF CONTENTS (Continued)

<b>CHAPTER 6. SOURCES OF ASSISTANCE</b> .....	171
Assistance in Assessing Tourism Potential .....	171
Planning .....	172
Financial Assistance .....	172
Assistance in Marketing and Management .....	172
Local Public Media .....	172
State and Regional Assistance .....	173
Specialized Assistance-Paid Consultants .....	173
Federal Assistance Programs .....	178
United States Travel and Tourism Administration .....	179
State Contacts for Federal Agencies .....	181
State Agencies Responsible for Tourism Development .....	184
Selected Reading List .....	188
Exhibit 6.1   Checklist of Local and County Sources of Assistance in Tourism Industry Development .....	174
Exhibit 6.2   Checklist of State and Regional Sources of Assistance in Tourism Industry Development .....	176
<b>Appendix A</b> .....	190
<b>Appendix B</b> .....	192
<b>Appendix C</b> .....	194
<b>Appendix D</b> .....	197
<b>Appendix E</b> .....	198
<b>Appendix F</b> .....	199
<b>Appendix G</b> .....	201
<b>Appendix H</b> .....	203
<b>Appendix I</b> .....	207
<b>Appendix J</b> .....	213

# ***Community Tourism Development***



*Tourism*  
CENTER  
PART OF THE ...  
UNIVERSITY OF MINNESOTA  
*Extension*  
SERVICE

MI-07650-S  
2001



# Contents

<i>Credits .....</i>	<i>iii</i>
<i>Preface .....</i>	<i>vii</i>
 <b>SECTION ONE Background</b>	
Chapter 1. <b>The Community Tourism Model .....</b>	<b>1</b>
Chapter 2. <b>Tourism Basics .....</b>	<b>11</b>
 <b>SECTION TWO Plan</b>	
Chapter 3. <b>Planning: Why and How .....</b>	<b>29</b>
Chapter 4. <b>Building Community Support .....</b>	<b>41</b>
Chapter 5. <b>Organizing for Tourism Development.....</b>	<b>47</b>
 <b>SECTION THREE Develop</b>	
Chapter 6. <b>Assessing Your Tourism Potential.....</b>	<b>61</b>
Chapter 7. <b>Assessing Your Market .....</b>	<b>81</b>
Chapter 8. <b>Marketing/Communication .....</b>	<b>97</b>
Chapter 9. <b>Local Business Development .....</b>	<b>131</b>
Chapter 10. <b>Infrastructure/Appearance .....</b>	<b>141</b>
 <b>SECTION FOUR Manage</b>	
Chapter 11. <b>Human Resources .....</b>	<b>147</b>
Chapter 12. <b>Funding .....</b>	<b>161</b>
Chapter 13. <b>Maintaining Tourism Vitality .....</b>	<b>173</b>
 <b>SECTION FIVE Appendix A: Case Studies</b>	
<b>Mississippi Valley Partners, Minnesota/Wisconsin .....</b>	<b>185</b>
<b>Grand Marais, Minnesota .....</b>	<b>189</b>
<b>Sandpoint, Idaho .....</b>	<b>193</b>
<b>San Luis, Colorado .....</b>	<b>207</b>
<b>Solvang, California .....</b>	<b>215</b>
<b>The Villages of Van Buren, Iowa .....</b>	<b>219</b>
<b>Walnut Grove, Minnesota .....</b>	<b>229</b>
 <b>SECTION SIX Appendices B &amp; C</b>	
Appendix B. <b>Group Processes .....</b>	<b>235</b>
Appendix C. <b>Professional Travel/Tourism Associations and Organizations .....</b>	<b>245</b>

# Q&A About Rural Tourism Development

*Based on Audience Questions from*

*Turn it  
around*  
with **T**OURISM  
*Teleconference*

*Compiled by:*

Barbara Koth, Glenn Kreag  
and Matthew Robinson

Tourism Center  
University of Minnesota

# Table of Contents

	<i>page</i>
INTRODUCTION .....	v
COMMUNITY INVOLVEMENT .....	1
Community Relations .....	3
People Resources: Retirees, Volunteers, Employees .....	9
POLITICS AND TOURISM .....	15
Local Officials .....	17
State Legislators .....	18
Accountability .....	21
COMMUNITY TOURISM PLANNING AND DEVELOPMENT .....	25
Organizing .....	27
Community Values .....	30
Planning .....	33
Environment and Tourism .....	40
Integrating Community Values into Rural Tourism Development .....	43
TOURISM ATTRACTIONS .....	45
Optimizing Existing Attractions .....	47
Agricultural Attractions .....	51
Developing New Attractions .....	53
Legal Considerations .....	59
TOURISM BUSINESSES AND SERVICES .....	63
Getting Support from the Business Sector .....	65
Improving the Visitor Experience .....	68
Choosing the Right Businesses .....	69
Entertainment Businesses .....	72
Lodging Enterprises .....	74
TOURISM FUNDING .....	77
Tourism Taxes .....	79
Getting Funding .....	84
TOURISM MARKETING .....	91
Developing a Marketing Plan .....	93
Getting and Using Data .....	97
Marketing Methods: Direct Mail Advertising, Brochures, Mass Media, Billboards, Word of Mouth .....	101
Community Collaboration .....	109
APPENDIX: Tourism Contacts, Order Form .....	115

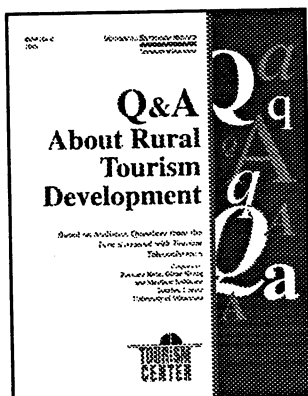
# Rural Tourism Development Materials

*Practical reference materials produced by the University of Minnesota Tourism Center are now available. Order today!*

## ***Q & A About Rural Tourism Development***

This 128-page book is a must for anyone involved in community tourism. Based on call-in questions from the University of Minnesota's *Turn it Around with Tourism* teleconference, it includes tips and strategies from 60 expert contributors on attractions, marketing, planning, funding, and more.

**Only \$15.95**



*Turn it Around with Tourism*, the national teleconference, is now available on a two-hour VHS video. See and hear national tourism experts answer call-in questions about tourism development.

**Just \$25**

***Rural Tourism Development Training Guide and Video*** A comprehensive, 330-page reference and how-to guide that includes everything you need to know about: ■ Training ■ Organization ■ Volunteers ■ Attractions ■ Services ■ Marketing ■ Funding  
**Plus** a one-hour video of tourism development success stories featuring the Villages of Van Buren, Iowa; San Luis, Colorado; Sandpoint, Idaho; and Dahlonega, Georgia.

**Package price just \$55**

---

### ***Quantity***

\_\_\_\_\_ **Q & A About Rural Tourism Development**  
order # BU-6184-S @ \$15.95

### ***Total***

\$ \_\_\_\_\_

### ***Send order form and check to:***

Distribution Center  
Minnesota Extension Service  
University of Minnesota  
Room 3, Coffey Hall  
1420 Eckles Avenue  
St. Paul, MN 55108

\_\_\_\_\_ ***Turn it Around with Tourism* teleconference**  
video order # CR-VH-5809-S @ \$25

\$ \_\_\_\_\_

\_\_\_\_\_ **Training package** (guide and success story video)  
order # CR-EP-5666-S @ \$55 set  
(Orders over 75 copies @ \$45 set)

\$ \_\_\_\_\_

**Make checks payable to the University of Minnesota.**

Minnesota residents add 6.5 % sales tax

\$ \_\_\_\_\_

**Send my order to:**

**Total Enclosed \$** \_\_\_\_\_

**Name:** \_\_\_\_\_ **Phone:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**City, State, ZIP:** \_\_\_\_\_

# Promoting Tourism in Rural America

Compiled by Liam R. Kennedy  
Clarion University of Pennsylvania

Rural Information Center Publication Series, No. 60  
Revised Edition

Rural Information Center  
National Agricultural Library  
USDA/ARS  
Beltsville, MD 20705  
(301) 504-5372 / (800) 633-7701

April 1998

---

## Table of Contents

### INTRODUCTION

### BIBLIOGRAPHY

#### General

- Bed & Breakfasts
- Ecotourism & Sustainable Development
- Parks & Rails to Trails
- Heritage/Cultural Tourism
- Marketing
- Measuring Impact

### FEDERAL FUNDING SOURCES

### PRIVATE FUNDING SOURCES

### ADDITIONAL RESOURCE ORGANIZATIONS & AGENCIES

- State Travel & Tourism Offices
- State Extension Offices
- National Rural Development Partnership & State Rural Development Councils
- Regional Rural Development Centers

### JOURNALS RELATED TO TOURISM DEVELOPMENT

### ORGANIZATIONS

## National Online Resources for Rural Tourism

### Funding

American Express Philanthropic Program  
[www.americanexpress.com/corp/philanthropy](http://www.americanexpress.com/corp/philanthropy)

Institute of Museum and Library Services  
[www.imls.gov](http://www.imls.gov)

National Endowment for the Arts  
[www.arts.endow.gov](http://www.arts.endow.gov)

National Endowment for the Humanities  
[www.neh.fed.gov](http://www.neh.fed.gov)

National Scenic Byways Program  
[www.byways.org](http://www.byways.org)

USDA Rural Development  
[www.rurdev.usda.gov](http://www.rurdev.usda.gov)

### Technical Assistance

American Association of Museums  
[www.aam-us.org](http://www.aam-us.org)

American Association of State and Local History  
[www.aaslh.org](http://www.aaslh.org)

American Bus Association  
[www.buses.org](http://www.buses.org)

Americans for the Arts  
[www.artsusa.org](http://www.artsusa.org)

American Planning Association  
[www.planning.org](http://www.planning.org)

National Assembly of State Arts Agencies  
[www.nasaa-arts.org](http://www.nasaa-arts.org)

National Association of State Development Agencies (NASDA)  
[www.nasda.com](http://www.nasda.com)

National Park Service  
[www.cr.nps.gov](http://www.cr.nps.gov)

National Trust for Historic Preservation  
[www.nthp.org](http://www.nthp.org)

NTHP Heritage Tourism  
[amy\\_webb@nthp.org](mailto:amy_webb@nthp.org)

NTHP Main Street  
[www.mainst.org](http://www.mainst.org)

NTHP Rural Heritage  
[www.ruralheritage.org](http://www.ruralheritage.org)

Land Trust Alliance  
[www.lta.org](http://www.lta.org)

Livable Communities  
[www.livablecommunities.gov](http://www.livablecommunities.gov)

National Assembly of State Arts Agencies  
[www.nasaa-arts.org](http://www.nasaa-arts.org)

National Association of State Development Agencies (NASDA)  
[www.nasda.com](http://www.nasda.com)

National Park Service  
[www.cr.nps.gov](http://www.cr.nps.gov)

National Tour Association (NTA)  
[www.ntaonline.com](http://www.ntaonline.com)

Partners in Tourism  
[www.nasaa-arts.org/new/nasaa/artworks/ct](http://www.nasaa-arts.org/new/nasaa/artworks/ct)

Rails to Trails Conservancy  
[www.railtrails.org](http://www.railtrails.org)

Scenic America  
[www.scenica.scenic.org](http://www.scenica.scenic.org)

Travel Industry Association  
[www.tia.org](http://www.tia.org)

U.S. Small Business Administration  
[www.sbaonline.sba.gov](http://www.sbaonline.sba.gov)

Western Rural Development Center  
[www.ext.usu.edu](http://www.ext.usu.edu)

file: admin/nationalonlineresources



# DISCOVER AMERICA: TOURISM AND THE ENVIRONMENT

**A Guide to Challenges and Opportunities for  
Travel Industry Businesses**

Commissioned by the  
Discover America Implementation Task Force

Prepared by the  
U.S. Travel Data Center

Published by the  
Travel Industry Association of America



---

# TABLE OF CONTENTS

- 1 **Introduction**
- 3 **Executive Summary**
- 5 **Environmentalism: General Trends and Concepts**
  - A Primer on Environmental Problems
    - The Bad News
      - Air Pollution
      - Global Warming/Ozone Depletion
      - Destruction of Rainforests/Habitats/Wildlife
      - Hazardous Waste
      - Solid Waste
      - Water Quality/Availability
      - Energy Consumption
    - The Good News
  - The Evolving Environmental Movement
  - Business and the Environment
  - The Travel Industry and the Environment
  - Costs and Benefits
    - Recognizing the Costs and Benefits
    - Tourism and Environmental Protection:
      - Counting the Benefits
    - Environmental Abuse and Costs to Tourism
- 19 **Tourism and the Environment**
  - Preserving the Natural Environment
    - Water and Coastlines
    - Wetlands
    - The Air We Breathe
    - Wilderness
    - National Parks
    - Scenic Byways
    - Implications for Travel and Tourism
  - Preserving the Constructed Environment
    - Implications for Travel and Tourism
  - Infrastructure and The Environment
    - Implications for Travel and Tourism



Eco-Tourism

The Eco-Tourist: A Consumer Profile  
Implications for Travel and Tourism

**31 Consumers and the Environment—  
Attitudes and Behavior**

General Consumer Profiles

Living the Simple Life  
Dealing with Tougher Customers  
An Awakening: Consumers' Growing  
Environmentalism  
Environmental Problems: Americans' Perceptions  
Blaming Business and Government  
Consumer Choices—Regulations Versus Personal  
Lifestyles  
Belief Versus Behavior  
Footing the Bill: How Much is Too Much?  
Environmentalism Types

Travelers and the Environment

The Eco-Tourism Market  
Factors Important in Selecting Travel Suppliers  
Likelihood of Supporting "Green" Travel  
Companies  
Attitudes Toward Travel Suppliers  
What "Green" Travelers Will Spend

**45 Environmental and Tourism Public Policy**

The Governmental Role: Defining Policy

The Historical View of Environmental Policy  
Regulation: The Double-Edged Sword

Federal Government Policies

Mandates for Cleaner Air  
The Clean Water Act

Byways and Highways: Other Federal Initiatives

State Government Policies: Filling the Vacuum

Solid Waste Management—A Nationwide Problem  
Groundwater Quality—A Status Report  
Land Use Management  
Natural Resource Issues Among States  
Other Environmental Issues Among States  
Preserving Historic Sites  
Improving Infrastructures—  
The Case for Transportation  
Rural Tourism and State Legislation  
Laws and Regulations, State by State

55	<b>Business and the Environment— Opinions and Practices</b>
	The “Green” Marketing Campaign
	Saving the Planet—The Rational Response
	Industry Products—Solutions to Consumer Demand
	Corporate Environmentalism, Consumer Skepticism
59	<b>Case Studies—Environmentally Responsible Travel Industry Programs</b>
	Accommodations
	Transportation
	Attractions
	Restaurants
	Other Organizations
65	<b>Things Businesses Can Do</b>
	Fresh Start—Becoming a “Green” Company
	Corporate Philosophies
	Internal Management Strategies
	Regulatory and Legislative Responses
	Grassroots Recommendations
	Operational Guidelines
	Water Resources
	Waste Management
	Air Quality
	Energy Conservation
	Responsible Tourism—Ideas and Implementation
	Educating Travelers—Directions for Responsible Tourism
	Promoting the “Green” Image
73	<b>Afterword</b>
75	<b>Bibliography and References</b>

# *Rural Tourism Handbook*

*Selected Case Studies and Development Guide*

Compiled by:  
United States Travel and Tourism Administration  
U.S. Department of Commerce  
Washington, DC



This handbook is designed to:

Help localities decide whether or not to pursue visitors and their dollars, and, if that decision is positive:

- ◆ To help communities become aware of both potential benefits, challenges and costs of tourism development to the community
- ◆ To provide the basic framework for doing so
- ◆ To assist communities in the development of a marketing and promotion program by providing the basic information necessary to accomplish this

The material included within these pages is primarily directed toward small towns and rural areas. However, it can also provide useful information to representatives of larger cities. It is meant to be used as an introductory planning guide or "tourism primer."

# TABLE OF CONTENTS

SECTION I	THE PROMISE OF TOURISM . . . . .	1
Chapter 1	The Mouse That Roars: Appraising Tourism Potential . . . . .	2
	Case Study: Coeur d'Alene, Idaho . . . . .	6
Chapter 2	Benefits and Challenges of Tourism . . . . .	7
	Case Study: Branson, Missouri . . . . .	9
Chapter 3	Leadership . . . . .	11
	Case Study: 6th Congressional District, Ohio . . . . .	18
SECTION II	GETTING ORGANIZED . . . . .	20
Chapter 4	Conducting A Tourism Inventory . . . . .	21
	Case Study: Oyate Trail, South Dakota . . . . .	28
Chapter 5	Assessing Your Product and Market . . . . .	30
	Case Study: Ely, Nevada . . . . .	48
SECTION III	PUTTING IT ALL TOGETHER . . . . .	50
Chapter 6	Public Participation and Buy-In . . . . .	54
	Case Study: Vermilion Parish, Louisiana . . . . .	57
Chapter 7	Setting Goals . . . . .	63
	Case Study: Elko, Nevada . . . . .	70
Chapter 8	Developing a Marketing Plan and Selling Your Destination . . . .	73
	Case Study: Oregon Trail . . . . .	84
Chapter 9	Customer Service and Hospitality Training . . . . .	86
	Case Study: Native American Tourism Center, Scottsdale, Arizona . . . . .	89
	Case Study: Opryland USA, Nashville, Tennessee . . . . .	91

SECTION IV	MAKING IT WORK .....	93
Chapter 10	Joint Partnerships .....	95
	Case Study: Kotzebue, Alaska .....	98
Chapter 11	Developing Funding Sources .....	100
	Case Study: Sweet Home, Oregon .....	109
Chapter 12	Festivals and Events as Tourism Development Tools .....	111
	Case Study: Opelousas, Louisiana .....	119
Chapter 13	Product Development .....	121
	Case Studies .....	132
SECTION V	IF WE BUILD IT, WILL THEY COME? .....	135
Chapter 14	Fallacies and Half Truths .....	136
	Case Study: Nelson County, Virginia .....	139
Chapter 15	Conclusion .....	143
SECTION VI	APPENDICES .....	144
VI.A	Federal Assistance Programs .....	145
VI.B	United States Travel and Tourism Administration .....	148
VI.C	State Contacts for Federal Agencies .....	150
VI.D	State Agencies Responsible for Tourism Development .....	154
VI.E	Examples of National Organizations and Sources of Assistance .....	159
VI.F	Examples of International Organizations and Sources of Assistance .....	168
VI.G	Forming a Tourist Commission .....	172
VI.H	Sample Articles of Incorporation .....	176
VI.I	Practical Tips for Opening a Bed & Breakfast .....	178
VI.J	Practical Tips for Opening a Museum .....	183
VI.K	Selected Reading List .....	186



# COMMUNITY TOURISM ASSESSMENT HANDBOOK

**A nine step guide designed to facilitate the  
process of determining whether Tourism Development  
is right for your community.**

## CONTENTS INTRODUCTION

Edited by Jane L. Brass

Project Team Members and Contributing Writers

Dave Sharpe, Project Team Leader, Montana State University

Clint Blackwood, Travel Montana, Department of Commerce

Jane L. Brass, Western Rural Development Center

Neal Christensen, University of Montana

George Goldman, University of California - Berkeley

Dean Graham, United States Forest Service, Region I

Tim Hammond, University of Montana

Larry Kasperbauer, University of Guam

Julie Leones, University of Arizona

Brian Maiorano, University of Montana

Nancy Menning, University of Montana

Tony Nakazawa, University of Alaska

Linda Sablan, Guam Department of Commerce

Dave Snepenger, Montana State University

David Taylor, University of Wyoming

Shannon Taylor, Montana State University

Published by

Western Rural Development Center

8335 Old Main Hill

Utah State University

Logan, UT 84322-8335

435-797-WRDC (9732)

<http://extension.usu.edu/wrdc/>

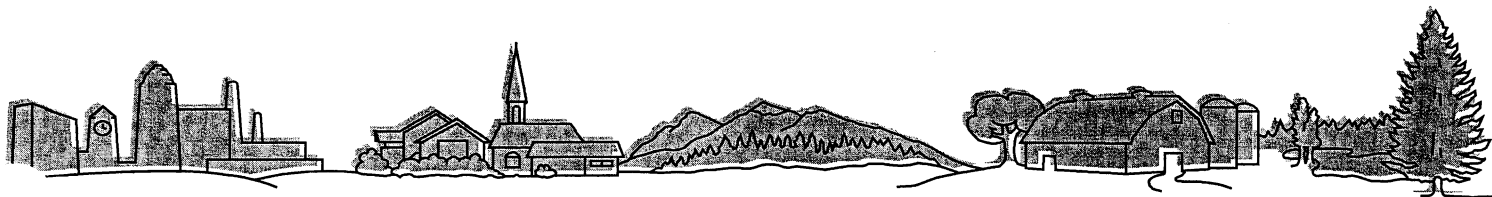
Please direct your  
comments, questions to:

[mailto:wrdc@ext.usu.edu](mailto:mailto:wrdc@ext.usu.edu)

Copyright © 1997 WRDC/MSU Extension

Site design: Stephanie Davison

Winter 1996



# Community Tourism Development Manual Available

A new manual that builds understanding of the principles, process and impact of community tourism development. An invaluable tool that includes:

- resources • case studies
- up-to-date research • worksheets, models and forms

Using current research, *Community Tourism Development* applies theory to real-life situations. It delivers the basics of planning, development and management of tourism destinations from a community standpoint.

**Our goal** is to provide you with a tool that is clear, easy to read, and easy to follow.

This manual covers the essentials. Content includes sections on:

- community readiness • planning and organization • assessing potential
- market research • marketing a community • funding tourism efforts

## Companion Video

A companion video is available. *Rural Tourism Development Case Studies*, produced in 1991, shows how communities have addressed elements of tourism development. Divided into five segments—an introduction of a value system and four case studies—this hour-long video was designed to be viewed before or early in the tourism planning and development stage. *Community Tourism Development* presents updated case studies of three of the communities profiled in the video.

**Tourism**  
CENTER

PART OF THE ...

UNIVERSITY OF MINNESOTA

**Extension**  
SERVICE

## Order Now!

### SHIPPING CHARGES\*

Amt. of Order (Before Tax)	Shipping Charge
\$0.01-2.50	\$1.50
\$2.51-5.00	\$2.00
\$5.01-12.50	\$3.50
\$12.51-25.00	\$4.00
\$25.01-75.00	\$5.50
\$75.01-150.00	\$7.00
\$150.01-250.00	8%
\$250.01-1000	6%
\$1,000.01+	5%

\*Shipping charges subject to change

Title/Item #	Quantity	Price	Total
<b>Community Tourism Development, manual (MI-07650)</b>	_____ x	\$59.00 = \$	_____
(10% discount for orders of 20 or more; \$53.10 each)			
<b>Rural Tourism Development Case Studies, video (VH-05667)</b>	_____ x	\$15.00 = \$	_____

Subtotal \_\_\_\_\_

Minnesota orders add 6.5% sales tax \_\_\_\_\_

Shipping (see table) \_\_\_\_\_

**TOTAL DUE \$** \_\_\_\_\_

Enclose check payable (in U.S. dollars) to the  
**University of Minnesota** and mail to:

**University of Minnesota Extension Service, Distribution Center,  
405 Coffey Hall, 1420 Eckles Avenue, St. Paul, MN 55108-6068.**

E-mail an order to: [order@extension.umn.edu](mailto:order@extension.umn.edu)

Name \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_

City/State/ZIP \_\_\_\_\_

Telephone ( ) \_\_\_\_\_

Tax-exempt number \_\_\_\_\_

To order by  
credit card

Circle  
one →



To order by credit card, call (800) 876-8636 or FAX (612) 625-6281.

Signature \_\_\_\_\_

Credit card # \_\_\_\_\_

Expiration date (mo./yr.) \_\_\_\_\_

For Americans with Disabilities Act accommodations, please call (800) 876-8636.  
The University of Minnesota Extension Service is an equal opportunity educator and employer.

[www.extension.umn.edu](http://www.extension.umn.edu)

M0063  
6/01



**Planning for Tourism:  
A Guide for Vermont Communities  
University of Vermont Extension Service**

## **Table of Contents**

	Page
Tourism as an Industry .....	2
Planning for Tourism .....	3
The Components of Tourism .....	4
Attractions .....	4
Services and Facilities .....	6
Transportation .....	7
Information .....	7
Visitors .....	8
Policy .....	9
The Effects of Tourism .....	10
Economic Effects .....	10
Environmental Effects .....	12
Cultural and Social Effects .....	15
A Tourism Planning Process .....	17
Step 1: Inventory and Analyze Tourism Resources .....	17
Step 2: Set Tourism Objectives .....	28
Step 3: Develop Tourism Action Plans .....	30
Step 4: Monitor and Evaluate Tourism Activity .....	34
Applying Tourism Planning .....	35
Concluding Remarks .....	36
Suggested References .....	38
List of Tables	
Table 1. Types of Visitor Attractions .....	19
Table 2. Sample Visitor Questionnaire .....	21
Table 3. Sample Resident Questionnaire .....	23
Table 4. Tourism-related Organizations .....	32
Table 5. Sources of Tourism Information .....	37
List of Figures	
Figure 1. The Tourism Industry .....	6
Figure 2. The Multiplier Effect of Tourism .....	11
Figure 3. The Tourism Development Cycle .....	14
Figure 4. Tourism Planning Process .....	17

# *Building Gateway Partnerships*

**A Process for Shaping the  
Future of Your Community**



**Sue Abbott and Sally Sheridan**

Rivers, Trails, and Conservation Assistance  
National Park Service  
909 First Avenue,  
Seattle, Washington  
206-220-4122/4116

Rivers, Trails, and Conservation Assistance (RTCA) is a partnership program of the National Park Service with offices throughout the country. Its mission is to advocate and assist community-based conservation action, especially in helping to build partnerships among citizens, government, and grassroots organizations. RTCA provides technical assistance to citizens in their efforts to protect places that give special meaning and character to their communities.

April 1997

Printed in partnership with Lowe Enterprises, Inc., and  
the American Planning Association

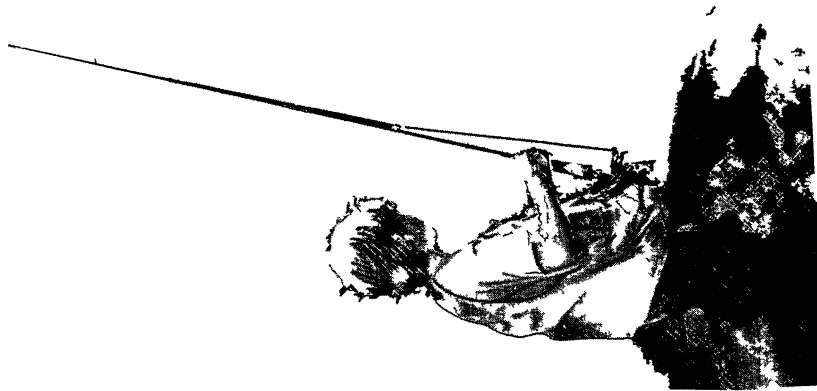
# Contents

---

Foreword .....	7
Challenges in Gateway Areas .....	9
Are You a Gateway Community? .....	13
Taking Charge of Your Community's Destiny .....	15
Process Overview .....	17
The Gateway Partnership Process .....	19
What Can the Gateway Partnership Process Do for You? .....	23
Putting This Notebook to Good Use .....	25



<b>STEP 1: <i>Knowing Your Place</i></b> .....	27
Roles and Responsibilities of Your Organizing Committee .....	29
Structuring Your Organizing Committee .....	31
Roles of Gateway Neighbors and Stakeholders .....	33
Looking at Change in Your Gateway Area .....	37
Traits of Successful Communities .....	39
Top 15 Reasons Your Community Should Use the Gateway Partnership Process .....	43
Using Public Outreach and Involvement .....	45
Ten Ideas for Recruiting New Leaders and Volunteers .....	49
Defining Your Gateway Area .....	51
Creating Your Community Presentation .....	53
Swaying the Naysayer .....	55
Using Consensus to Make Decisions .....	57
Holding More Effective Meetings .....	59
Using Ground Rules .....	61
Chartering a Gateway Bus Tour .....	63
A Checklist for Community Commitment .....	65



# *The Impacts of Tourism*

by Glenn Kreag

*For a tourism based economy to sustain itself in local communities, the residents must be willing partners in the process. Their attitudes toward tourism and perceptions of its impact on community life must be continually assessed (Allen et al 1988)*



## Author

**Glenn Kreag** is an extension educator and professor with the Minnesota Sea Grant Program. The author welcomes comments and suggestions regarding this publication. Email [gkreag@umn.edu](mailto:gkreag@umn.edu) or phone (218) 726 8714.

## Acknowledgements

Sincere appreciation goes to Phil Alexander, Michigan Cooperative Extension Service; Diane Kuehn, New York Sea Grant; and Michael Liffmann, Louisiana Sea Grant for their thoughtful reviews of this publication.

## Publications Information

Publication Number T 13  
Date April 2001  
Reprint August 2002  
Production Coordinator Marie Zhuikov  
Editor Sharon Moen  
Information Specialist Debbie Bowen  
Graphic Designer Cory Josephs

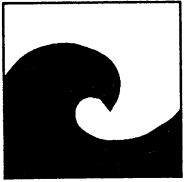
Minnesota Sea Grant  
2305 E Fifth Street  
Duluth, MN 55812 1445  
Phone (218) 726 8106  
Fax (218) 726 6556  
E-mail [seagr@umn.edu](mailto:seagr@umn.edu)

**[www.seagr.umn.edu](http://www.seagr.umn.edu)**

Minnesota Sea Grant is a statewide program that supports research and public education programs related to Lake Superior and Minnesota's inland waters. It is part of the National Sea Grant Program, which supports 30 similar programs in coastal states throughout the United States and Puerto Rico. Minnesota Sea Grant is funded by the National Oceanic and Atmospheric Administration and the University of Minnesota.

*The University of Minnesota is an equal opportunity educator and employer.*

UNIVERSITY OF MINNESOTA



# Sea Grant

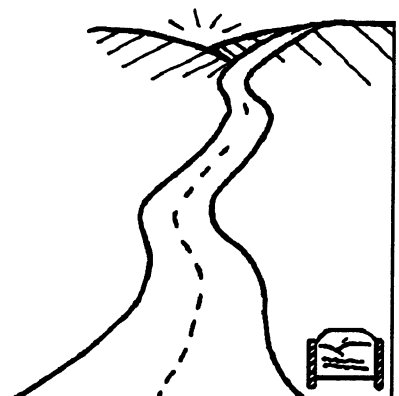
Tourism  
February 1993

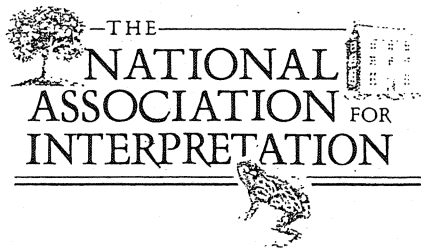
Cornell Cooperative Extension • State University of New York

## DEVELOPING INTERPRETIVE SIGNS FOR VISITORS

by

Diane M Kuehn  
New York Sea Grant  
Extension Specialist





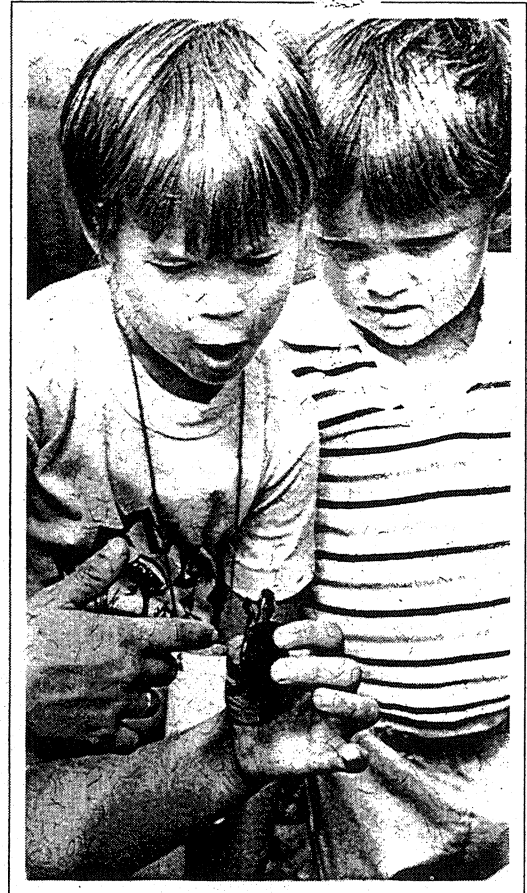
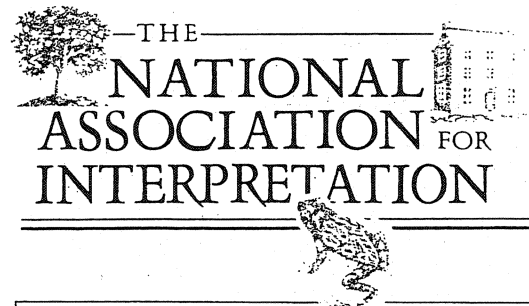
NAI exists to meet the needs of those involved in discovering and communicating the meanings and relationships between people and their natural, historical, and cultural world. "Sharing what belongs to us all", NAI's motto, conveys the mission of interpretive professionals engaged in the challenge of facilitating this sharing process.

For more information about the National Association for Interpretation contact:

NAI  
PO Box 1892  
Fort Collins, CO 80522  
303/491-6434  
Fax: 303/491-2255

Cover photo courtesy of South Bend Tribune - Paul Rakestraw. Inside photos courtesy East Bay Regional Park District - Nancy McKay. Brochure design by Dragonfly Graphics.

printed on recycled paper



*A good interpreter is sort of a Pied Piper, leading people easily into new and fascinating worlds that their senses really never penetrated before.*

--Yorke Edwards

## What is the National Association for Interpretation?

NAI exists to foster excellence in interpretation and support for the interpretive profession. NAI is proud to have a national leadership role in fostering professionalism and the highest standards in the interpretive field. NAI is primarily a volunteer organization. Its accomplishments are the result of the energy and involvement of its members.

Members come from a wide range of backgrounds. They are naturalists, educators, nature center and museum personnel, park rangers, tour guides, recreation specialists, writers, exhibit designers, and historians.

The organization is administered by an Executive Board and ten Regional Directors elected by the membership. An Executive Director manages the daily operation of the association. Membership in the national organization entitles you to participate in Regional activities. Some Regions have local *Chapters* that provide member services within a smaller geographical area.

Membership *Sections* provide specialized activities to members with unique professional interests, such as the Federal Interagency Council and Native American cultural interpreters.

For a complete list of Regions, Chapters, and Sections, contact the NAI national office.



## What is an Interpreter?

An interpreter is a communicator who combines an understanding of natural or cultural history with a love for sharing knowledge and feelings with others. They use the skills of an actor, teacher, and researcher in communicating information and creating educational experiences.

Interpreters are employed at parks, historical sites, museums, nature centers, zoos, public forests, resident camps, and anywhere educational and recreational opportunities are offered to the public. The specific duties of an interpreter are as varied as the sites at which they may work. Interpreters may, for example:

- ✧ conduct educational activities for school groups
- ✧ plan and present programs to the public
- ✧ re-enact historical occurrences or cultural lifestyles
- ✧ demonstrate crafts and skills and provide hands-on learning opportunities
- ✧ write articles, television, or radio scripts; or design slide presentations
- ✧ design trails, brochures, interpretive exhibits, and signs
- ✧ research flora and fauna or historical aspects of an area
- ✧ administer visitor centers, museums and interpretive services

Many interpreters perform all of these duties. Interpreters are known for developing skills in a variety of areas to increase people's awareness and understanding of cultural and natural resource issues.

*The chief aim of interpretation is not instruction, but provocation.*  
--Freeman Tilden



# Community Guide to Planning and Managing a Scenic Byway



U.S. Department  
of Transportation  
**Federal Highway  
Administration**

# Table of Contents

<b>CHAPTER ONE: WHAT'S A SCENIC BYWAY? .....</b>	<b>7</b>
Does a "Scenic Byway" Need to Be Scenic? .....	7
<i>The Six Intrinsic Qualities</i> .....	8
<i>Scenic Byways Diversity</i> .....	9
The Different Levels of Scenic Recognition .....	9
<i>Community Benefits of Scenic Byways</i> .....	10
 <b>CHAPTER TWO: GETTING STARTED .....</b>	 <b>11</b>
<i>Help Available</i> .....	11
Building Local Support .....	11
Does Your Little Group Have to Do It All? .....	13
<i>Hosting a Successful Meeting</i> .....	13
Your First Meeting .....	14
"Why Are We Here?" .....	14
Plan to Recruit Some Allies .....	15
Reach a Personal Decision Point .....	15
<i>Map of the Scenic Byway Process</i> .....	16
 <b>CHAPTER THREE: INVENTORYING YOUR BYWAY .....</b>	 <b>17</b>
Assembling Your Tools .....	17
Take a Tour of Your Byway .....	19
<i>Taking Good Outdoor Photos</i> .....	19
Documenting Your Route's Resources .....	20
Documenting "Existing Conditions" .....	22
A Sense of Movement .....	24

<b>CHAPTER FOUR: MAKING SENSE OF YOUR RESOURCE INVENTORY .....</b>	<b>25</b>
Sharing What You've Learned.....	25
What Are the Boundaries of Your Corridor? .....	25
<i>"So, How Many Tourists Do You Want?"</i> .....	27
Creating Your Byway's "Vision" .....	27
Writing a Vision Statement .....	28
<i>Two Real-Life Vision Statements</i> .....	30
 <b>CHAPTER FIVE: GETTING INPUT OF "STAKEHOLDERS" AND RALLYING PUBLIC SUPPORT .....</b>	 <b>31</b>
Building a Coalition .....	31
Increasing Community Participation .....	32
<i>Case Studies: How Scenic Byways Benefit Communities</i> .....	33
Outside Assistance.....	33
<i>"Now the Farmers Pull Over and Wave to the Tour Buses"</i> .....	34
Watch What You Say .....	34
 <b>CHAPTER SIX: CREATING YOUR BYWAY'S CORRIDOR MANAGEMENT PLAN.....</b>	 <b>35</b>
<i>Finding Experts to Help You Prepare Your Management Plan</i> .....	36
How Detailed Do You Need to Be? .....	37
<i>The Elements of a Good Management Plan</i> .....	37
<i>A Sample Outline of a Real-Life Corridor Management Plan</i> .....	38
 <b>CHAPTER SEVEN: CORRIDOR MANAGEMENT PLAN STEP 1: EXISTING CONDITIONS .....</b>	 <b>39</b>
<i>Existing Conditions Checklist #1: The Roadway</i> .....	40
<i>Existing Conditions Checklist #2: Management and Regulations</i> .....	41
<i>Existing Conditions Checklist #3: Intrinsic Qualities, Views, and Backgrounds</i> .....	42
<i>Existing Conditions Checklist #4: Tourism and Economic Development</i> .....	43
 <b>CHAPTER EIGHT: CORRIDOR MANAGEMENT PLAN STEP 2: ESTABLISHING GOALS .....</b>	 <b>45</b>
Solicit Input from the Community .....	44
Think the "Impossible" .....	44
<i>Turning Your Vision into Goals</i> .....	45
Keep a Sense of the Future.....	46
<i>Some Real-Life Scenic Byway Goals</i> .....	47

<b>CHAPTER NINE: CORRIDOR MANAGEMENT PLAN STEP 3: FORMULATING OBJECTIVES .....</b>	<b>49</b>
<i>Objectives Checklist #1: The Roadway .....</i>	<i>51</i>
<i>Objectives Checklist #2: Management and Regulations.....</i>	<i>52</i>
<i>Objectives Checklist #3: Intrinsic Qualities, Views, and Backgrounds.....</i>	<i>53</i>
<i>Objectives Checklist #4: Tourism and Economic Development.....</i>	<i>54</i>
 <b>CHAPTER TEN: CORRIDOR MANAGEMENT PLAN STEP 4: YOUR ACTION PLAN.....</b>	 <b>55</b>
Rate Each Objective by Its Need .....	55
Set a Time Frame for Your Objectives .....	56
 <b>CHAPTER ELEVEN: WHO WILL BE RESPONSIBLE FOR MAKING IT WORK?.....</b>	 <b>57</b>
Creating a Management Team.....	57
What Does the Team Do? .....	58
<i>Two Real-Life Management Teams .....</i>	<i>59</i>
 <b>CHAPTER TWELVE: KEEPING COMMUNITY COMMITMENT ALIVE.....</b>	 <b>61</b>
<i>Faster Than a Speeding Bulletin .....</i>	<i>62</i>
 <b>CHAPTER THIRTEEN: DEALING WITH DEVELOPMENT .....</b>	 <b>63</b>
Valuing What You Have .....	64
<i>Questions About Jurisdiction.....</i>	<i>65</i>
Variable Factors.....	65
Strategies, Tools, and Techniques .....	67
Voluntary Actions .....	67
Governmental Actions .....	68
 <b>APPENDIX .....</b>	 <b>70</b>
Jargon Guide & Glossary.....	70
The Six Intrinsic Qualities .....	71
Your State's Contacts .....	72

# BEST

## Business Enterprises for Sustainable Travel

### Update 2001

### Conference Broad

Stimulating Demand for Sustainable Travel and Tourism among the Industry's Customers

#### *Educating the Consumer*

It is an industry axiom that an informed and engaged traveling public is vital to the establishment and advancement of sustainability. To create such an ethos, BEST has entered into a media partnership with *National Geographic Traveler*, one of the leading travel magazines in the field.

In each issue, the five million readers of *National Geographic Traveler* are educated about trailblazing companies and organizations engaged in activities that benefit destination communities. Feature subjects for each article are drawn from the BEST database and profiled under the heading, "Best Practices."

Other strategies and alliances are being pursued to expand traveler understanding and support of exemplary industry practices, from the reuse of towels and sheets in hotels to the charitable support of local communities.

#### *Demonstrating Consumer Demand*

In an initial effort to assess and demonstrate customer interest in sustainable travel, BEST conducted a survey of executives from the nation's 2,000 largest foundations. Its results were reported in both the *Chronicle of Philanthropy* and *Foundation News and Commentary*. Through the survey, BEST learned that foundation executives prefer hotels and airlines that implement socially and environmentally responsible practices. In fact, 80 percent of those executives surveyed said they would like to be informed of a hotel's social and environmental practices, and 73 percent would like to have similar information regarding airlines. Cultural tourism also has a particular appeal to grantmakers.

Close to 80 percent of survey respondents said they would be willing to add extra time to their travels in order to gain a better appreciation of the unique flavors of a host community—32 percent would be willing to spend an extra day. The travel preferences of foundation and corporate-giving executives demonstrate a willingness to be socially and environmentally responsible travel consumers.

This year, BEST is collaborating with the Travel Industry Association of America and the National Geographic Society on a first-ever report focusing on U.S. travelers' perceptions and attitudes about the environment, and cultural and heritage preservation.

Best Practices appears in the "Smart Traveler" department of each issue of *National Geographic Traveler*.

#### BEST PRACTICES

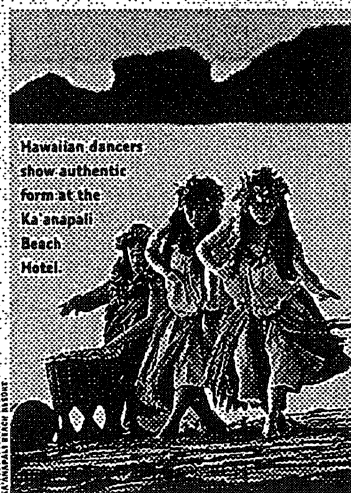
**THE ULTIMATE ALOHA HOTEL**  
It looks like just another of the landscaped mid-rise resorts on the West Maui coast. But it's not just another sun-and-sand experience at the Ka'anapali Beach Hotel. Thanks to Project Po'okela, a 15-year-old effort to immerse staff and guests in Hawaiian heritage, you can also hone your hula skills, carve pineapples, practice

ulumaika (Hawaiian disk-bowling), and learn to make bracelets from dried leaves of the native pandanus plant. It's all free.

Says one guest, Stephen Pepper of Waldwick, NJ, now on his 13th visit, "We get to experience the true culture of Hawaii. There's great chemistry between visitors and hotel staff." Indeed, housekeepers, sales staff, even the engineers serenade you with

Hawaiian melodies in the halls and lounges. Ka'anapali claims to be the "singingest hotel in the world."

Multicultural as their state, the Filipino-Japanese-Hawaiian-Chinese-European-descended staffers help to design nearly 50 Po'okela classes, which they in turn offer guests, on everything from Hawaiian language and mythology to native diet. So respected is Ka'anapali locally—that when a hurricane once threatened, bus and taxi drivers chose Ka'anapali's guests to evacuate first. —Allette Frank



PHOTOGRAPH BY JEFFREY M. HARRIS

TRAVELER selects deserving enterprises for "Best Practices" from the files of the Conference Board's BEST program on sustainable travel.

# Why Target Travel and Tourism?

The World Travel and Tourism Council (WTTC) estimates that in 2000, travel and tourism generated, directly and indirectly, 200 million jobs worldwide. This accounted for 11.7 percent of the global gross domestic product (GDP). By 2010, these figures will jump to \$6.7 trillion in GDP and 253 million jobs.

Increasingly, in many countries and regions both large and small, tourism is the anchor of the economy. Communities look to tourism to maintain their human, cultural, and natural assets. In 22 rural counties in North Carolina, for example, Handmade in America has enabled the area's craft heritage to endure by creating a "heritage corridor," stimulating travelers to visit 400 of the regions' most fascinating and historical shops, artists, inns, restaurants, and galleries.

Travel and tourism jobs can be generated rapidly and at relatively low cost, offering opportunities for women and young people that would otherwise not exist. Tourism jobs also tend to be concentrated in small businesses and spread across local economies. As a result, tourism is often one of only a few viable development options in many

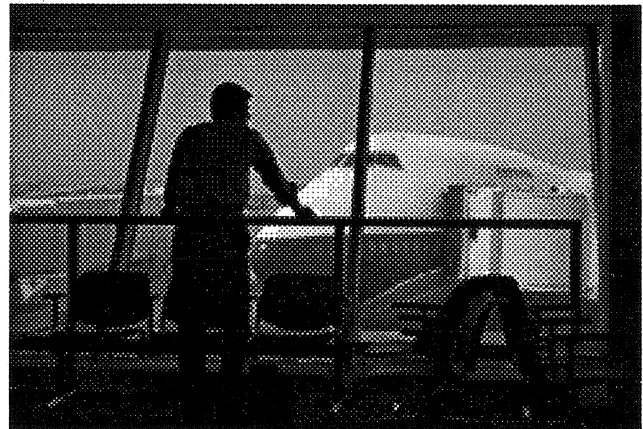
emerging economies, and is routinely courted by national governments, who regard the industry as requiring relatively little financial investment, yet yielding the greatest potential for creating employment and wealth.

However, there is also growing recognition of the negative effects that tourism can have on the quality of life of local people, as well as on their environment and traditions. Hotels have been built on sites of religious or historic significance, natural settings have been spoiled to make way for travelers, and local markets sell items that cater to the tastes of visitors rather than residents. These non-sustainable practices threaten to destroy the very "product" that the travel and tourism industry sells: cultures, traditions, heritage, and natural settings.

The industry itself is also facing stresses. These include increasing competition, shrinking profit margins, inadequate infrastructure, threats posed by technology, and escalating taxes on travel companies and travelers.

In response, many travel and tourism companies have adopted sustainable practices, benefiting their own interests while contributing to the well-being of the people and communities in which they operate. These businesses have discovered that working in partnership with local communities, visitors, and public authorities leads to favorable results.

Most industry efforts to date focus on environmental responsibility. But the environment is only part of the picture. Travel and tourism also must be concerned with the people in host communities—their culture, heritage, and livelihoods—and the economic development of the community itself. BEST has made it a priority to address the social and economic dimensions of travel and tourism.



BAA (formerly British Airport Authority) believes that the sustainability of their business extends to winning and maintaining the long-term support of its stakeholders.

# Key Pursuits

## Encouraging the Adoption of Sustainable Practices within the Travel and Tourism Industry

### Identifying, Documenting, and Promoting Existing Exemplary Practices

BEST researches travel-related companies to identify examples of successful sustainable operations, and has developed a database of more than 500 such enterprises. Currently, this resource encompasses more than 80 countries, representing every subsector of the industry. This was achieved through interviews with consumers, nonprofit organizations, and industry leaders, as well as Web site research and media monitoring.

Each quarter, a travel business is selected from the database to be profiled in our publication, *BEST Practices*. These reports describe the benefits accrued to communities, consumers, and the company as a result of their successful sustainable initiatives. *BEST Practices* is widely distributed within the industry, as well as to trade associations, educators, and targeted media.

Past profiles can be found on the BEST Web site ([www.sustainabletravel.org](http://www.sustainabletravel.org)), along with the latest press releases and news on developing projects. The database will go online in the near future.

---

### Educating Current and Future Industry Managers

In discussion with key industry educators, BEST discovered that insufficient attention was being given to issues of sustainability in educational and training programs, and that incoming and current managers were not properly exposed to the field. A planning committee, consisting of scholars and educators from leading universities throughout the globe, was organized to join BEST in developing a program to fill this gap.

With the committee's guidance, BEST convened a regional think tank in South Africa in February 2001. Subsequent educational summits will be held in Central America and the South Pacific. The central objective of these conferences is to produce a model curriculum on sustainable travel, which will then be distributed to hospitality and tourism education programs throughout the world. Participants will be bringing a broad array of travel expertise to the table, including economic,

environmental, political, and sociocultural proficiency, as well as more general knowledge in management, planning, and facilities development. They will also have significant research, teaching, consulting, and/or management experience in the field of sustainable tourism.

### Engaging Industry

BEST endeavors to position itself as a "partner of choice" in all of its dealings with other groups, whether they are industry trade associations, multilateral institutions, or nongovernmental organizations. Relationships are forged through its own host institutions, The Conference Board and the World Travel & Tourism Council, as well as through its Steering Committee



## Helping Communities to Develop Pilot Sustainable Travel Enterprises

Many communities do not yet reap any direct benefits from tourism. Their rich cultural and environmental assets are overlooked by visitors, often by virtue of their geographic location.

BEST will seek to build new travel enterprises in such destinations. It will target those neighborhoods and regions that lack the necessary resources to develop tourist offerings.

The initial focus for this project is New York City. In an effort to foster economic development and instill civic pride among residents in diverse, less-visited urban neighborhoods, BEST is launching an initiative called "Promoting Community Tourism in New York City." With the support of the New York Community Trust and the Rockefeller Brothers Fund, BEST is working with anchor institutions in the city's five boroughs to design citywide programs that help select neighborhoods develop viable and appropriate tourism offerings.

A second effort involves Mapping Tourism Practices on Indian Reservations. Over the past 10 years, scores of Indian tribes have created travel enterprises, such as ranches, lodges, crafts centers, and wildlife preserves. With the initial support of the American Express Company, BEST, in partnership with the Western American Indian Chamber, will identify and map tourist facilities owned and operated by American Indian, Alaska Native, and Native Hawaiian tribes, individuals, and businesses. Using the information gathered in the process, a directory identifying those enterprises that preserve and protect indigenous cultures and the natural environment will be published and distributed via CD-ROM. This effort will enable tribal leaders to learn from

one another as they seek to make their own enterprises more sustainable and connect to potential markets.

Another effort has involved working with organizations which seek to promote the culture and heritage of Cuba by encouraging exchanges between North American and Cuban cultural institutions. These include the American Friends of the Ludwig Foundation of Cuba, Fundación Amistad, and the Cuban Artists Fund. BEST staff have provided organizational counsel to the leadership of these groups.

BEST is also continuously alert to new opportunities where it can effectively use its resources to help communities build new models of tourism enterprise.

members, who set broad policy. The latter includes leaders and key executives from leading travel and tourism companies, trade associations, nonprofit organizations, and corporate citizenship organizations. Recently BEST has also entered into a partnership with the Sustainable Tourism Programme of the United Nations Environment Programme (UNEP).

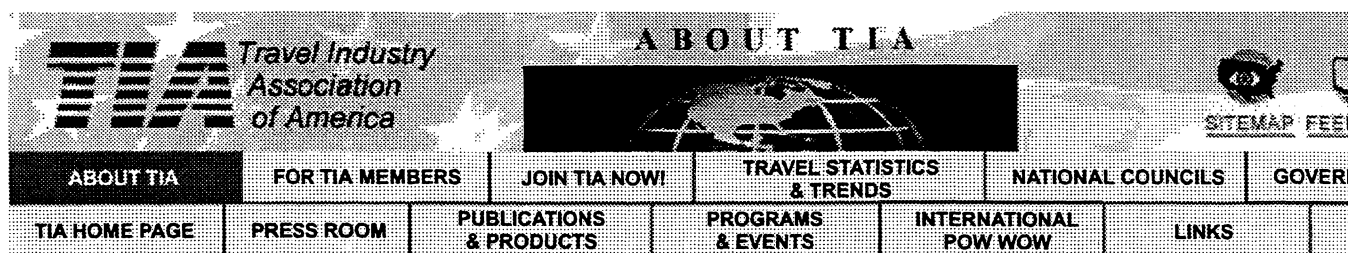
In 2000, BEST addressed major industry gatherings in Wisconsin (the Second National Indian Tourism Conference), Idaho (North America Meeting and Tourism Planning Exposition) and Amman, Jordan (International Peace through Tourism Conference). Highlights from these speeches are posted on the BEST Web site and have been placed as op-ed articles in relevant media. In addition, an article by BEST's director, entitled "Travel and Tourism in the Third Millennium," appeared in the inaugural issue of the British magazine *Sustainable Travel & Tourism*.

Michael Seltzer, Director of BEST, has served both as a member of the planning committee and as a presenter of a concurrent session held at the annual meeting of the Council on Foundations in Los Angeles on the topic, *Mining Your Community's Assets: Heritage/Cultural Tourism as an Economic Development Strategy*. He participated in the Coalition for Environmentally Responsible Economies (CERES) strategy meeting on creating a market demand for "green" (environmentally friendly) hotels. Ongoing working groups will continue to address the green issues confronting the lodging and consumer communities. In addition, Mr. Seltzer serves on the Sustainable and Responsible Tourism Committee of the Pacific Asia Travel Association (PATA).

BEST also participated in the inaugural global meeting of travel certification programs in November 2000 at Mohonk Mountain Lodge in New Paltz, New York, which brought together more than 45 leading programs representing all seven continents. BEST will participate in the follow-up discussions as well, which intend to focus on developing global standards for certification programs.

In 2001, BEST is scheduled to address six important business gatherings on four continents, including the International Tourism Exchange (Berlin); the Donors Forum (Miami); the 50<sup>th</sup> Annual PATA Conference (Kuala Lumpur); the Air Transport and the Environment Conference (Paris); The Conference Board 2001 Business, Quality, and Environment Conference (Mexico City); and the PATA European Chapters Meeting (Lisbon).

These efforts provide an opportunity to expand discussions on environmental sustainability to encompass social and economic dimensions. They also introduce BEST as a valuable resource to new audiences, while building the nascent field of sustainable travel and tourism.



## Sitemap

### ► About TIA

- Mission & Objectives: The Travel Industry Association of America (TIA) is the Washington D.C.-based national, non-profit association that serves as the unifying organization for all components of the U.S. travel industry, the third largest retail industry and one of the largest employers in the nation
- Board of Directors: Listing of 2000 Board of Directors and Officers
- Sustaining Members: Listing of TIA's Sustaining Members with Links to their Websites
- Foundation: Listing of 2000 Board of Directors and information on Scholarships.
- Executive Team: Meet the TIA Executive Staff
- Staff Listing: TIA Staff Listing by Departments
- Programs & Events: Listing of TIA and the entire Travel Industry Events
- Member Links: Searchable links to all TIA Members.
- Membership: Explanation of TIA's member benefits, membership categories and dues structure with online membership application and member information update form

### ► For TIA Members

- International Pow Wow: Description of the travel industry's premier international marketplace
- Programs & Events: Listing of TIA and entire Travel Industry Events
- Travel Statistics & Trends: TIA is a leader in domestic travel economic and marketing research providing the aggregate statistical dimension that gives the industry meaning and impact among policy makers in government, business, education and the news media.
- Publications: TIA publishes a wide variety of reports which may be purchased individually or through a Subscription Package -- all substantially discounted for TIA members.
- TIA Awards Programs: Get details on TIA Awards programs
- Press Programs: All the latest releases, US PR directory and other media info. available.
- Member Links: Searchable links to all TIA Members.
- Membership: Explanation of TIA's member benefits, membership categories and dues structure with online membership application and member information update form

### ► Join TIA Now!

- Benefits & Services: Listing of TIA membership benefits
- Categories & Dues: Information on Dues categories and membership fees
- Membership Application: Apply Online for TIA membership
- Sustaining Members: Listing of TIA's Sustaining Members with Links to their Websites
- Member Links: Searchable links to all TIA Members

### ► Travel Statistics & Trends

- [Domestic Research](#): Description of TIA's domestic research program with links to publications
- [International Visitor Information System \(IVIS\)](#): Provides the ability to generate customized tables and graphs on international research data such as Market Share Indicators and Demographic data from different countries
- [Economic Research](#): Read about the economic significance of the Travel and Tourism Industry
- TIA Research Programs:
  - [TravelScope](#): Detailed and geographically-specific data are collected on trip and travel characteristics
  - [TEIM](#): TIA developed the Travel Economic Impact Model (TEIM) estimates the expenditures, business receipts, employment, payroll, and tax revenues generated by travel away from home in the U.S.
  - [Travel Forecast](#): A quarterly economic forecast newsletter on the U.S. travel industry
- [Research Links](#): Contains extensive listing of links relating to Travel Statistics & Trends

#### ► [National Councils](#)

- [NCSTD](#): National Council of State Tourism Directors
- [STICDA](#): State Travel Information Center Directors' Alliance
- [NCDO](#): National Council of Destination Organizations
- [NCA](#): National Council of Attractions
- [ESTO](#): Educational Seminar for Tourism Organizations

#### ► [Government Affairs](#)

- [Issues](#): Legislative issues of interest to the travel industry
- [Contact Congress](#): Different means of Contacting Congress
- [Get Involved](#): TIA is providing an opportunity for our members to get more involved in the political process
- [Latest News](#): Bi-monthly compilation of travel and tourism-related legislative and regulatory news and information.
- [Legislative Links](#): Links to websites with information about legislation affecting the travel industry

#### ► [Press Room](#)

- [Press Releases](#): Current and past press releases
- [TravelNewsLink](#): E-mail based service that links journalists seeking information for news stories with more than 800 travel industry organizations in the USA
- [U.S. PR Directory](#): Lists of the primary media spokesperson for state travel offices and more than 100 leading convention and visitors bureaus in the U.S.
- [International Pow wow Media Directory](#): Preliminary list of international journalists attending International Pow Wow and press kit guidelines
- [E-Spokesperson Online Directory](#)
- [Travel Statistics & Trends](#): TIA is a leader in domestic travel economic and marketing research providing the aggregate statistical dimension that gives the industry meaning and impact among policy makers in government, business, education and the news media.
- [Speeches](#): Full text of past speeches by TIA's President and National Chair
- [Member Links](#): Searchable links to all TIA Members

#### ► [Publications](#)

- [Domestic Publications](#): Online catalog listing domestic travel titles and descriptions
- [International Publications](#): Online catalog listing international travel titles and descriptions
- [Manuals/Directories](#): Online catalog of TIA's directories and "how to" manuals
- [Newslines](#): Highlights of TIA's monthly membership newsletter
- [Shopping List](#): Summary listing of publications in your "shopping basket"

#### ► [Programs & Events](#)

- [TIA and Industry Meetings Calendar](#): Complete listing of all TIA and entire Travel Industry events.
- [International Pow Wow](#): Description of the travel industry's premier international marketplace
- [Marketing Outlook Forum](#): In a sentence, "TIA's Marketing Outlook Forum provides you with more information on more topics than any travel industry event."
- [Unity Dinner](#)
- [ESTO](#): Educational Seminar for Tourism Organizations
- [State of the Travel Industry Luncheon](#)
- [National Tourism Week](#)
- [International Marketing Programs](#)
- [TIA Awards Programs](#): Get details on TIA Awards programs
- [Press Programs](#): All the latest releases, US PR directory and other media info. available.

#### ► [International Pow Wow](#)

- [USA Suppliers](#): Get information on applying for booth space and on-site schedule
- [International Tour and Travel Producers](#): General information and on-site schedule
- [International Journalists](#): Information for international press
- [International Pow wow Media Directory](#): Preliminary list of international journalists attending International Pow Wow and press kit guidelines

#### ► [Links](#)

- Comprehensive list of links to TIA member websites and other travel industry and related websites

#### ► [Tourism Awareness](#)

- [National Tourism Week](#): Information on National Tourism Week and future dates.
- [Year-round Resources](#): Links to the *Tourism Works* Newsletter, tourism awareness ideas, camera ready artwork and the latest travel industry profile

#### ► [Buttons at Top of Each Page](#)

- [Search](#): Search the whole site for any report, meeting, cool link or any piece of information
- [Feedback](#): E-mail to send us feedback
- [Sitemap](#): Short description of the major areas in this site

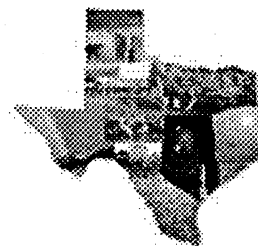
[Home Page](#) | [Contact Us](#) | [Publications](#) | [Useful Resources](#) | [Site Map](#) | [Faculty](#)



The Great Texas Balloon Race

Photo Copyright © Paul Anderson

Longview CVB



## Community Tourism Information, Resources and Web sites

The Community Development Toolbox developed by the University of Illinois at Urbana-Champaign. The Community Development Toolbox offers an online environment where rural people pursuing community development goals are empowered to make better decisions as they solve problems facing their community now!

Illinois Tourism Network (ITN) ITN is the primary source for in-depth and up-to-date information about the Illinois tourism industry. Developed for the Illinois Bureau of Tourism, this website provides a synopsis of important news about the Illinois tourism industry as well as national and international travel and industry trends. Industry Stats and Market Reports provide the basis for industry professionals to develop effective tourism marketing plans. A new section - eTools - was developed to enable tourism industry professionals to more effectively develop and promote Illinois tourism.

Developing Tourism in Your Community This links to an on-line version the document *Developing Tourism in Your Community* a cooperative project between Texas Cooperative Extension and the Texas Department of Economic Development.

[Dept. of Recreation, Park & Tourism Sciences](#) | [Texas Cooperative Extension](#) | [Texas A&M University](#)  
[Home](#) | [Contact Us](#) | [Publications](#) | [Useful Resources](#) | [Site Map](#) | [Faculty](#)

### Address & Phone #'s

2261 TAMU  
College Station, TX  
77843-2261  
(979) 845-5419  
FAX (979) 845-0871  
[a-skadberg@tamu.edu](mailto:a-skadberg@tamu.edu)

Copyright © Texas Cooperative Extension, 2001 [Privacy Policy](#)

[Open Records Policy and Procedures](#)

[To Report Suspected Copyright Infringement](#)